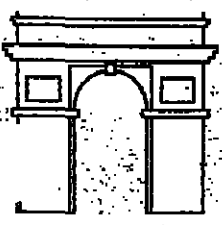


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There are still no safe bets
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FINANCIAL TIMES

Europe's Business Newspaper

MONDAY NOVEMBER 2 1992

D8523A

EC sticks to trade policy as Gatt talks begin

Farm trade reform talks between the US and the European Community were set to start in Chicago last night, with the EC reiterating that any deal must safeguard reforms to the Common Agricultural Policy agreed in May. The meeting is seen on both sides as the last chance to avert a trade war, and to salvage hopes for wide-ranging trade liberalisation under the Uruguay Round. Page 6

Texas bank closes: First City Bancorporation of Houston, one of the largest banks in Texas, has been closed down by US regulatory authorities because two of its main subsidiaries are insolvent. Regulators have put up \$500m to protect depositors, one of the costliest bailouts ever. Page 17

US criticised over satellite launches

The chairman of Ariane space, launcher of commercial satellites, has accused the US government of putting pressure on satellite operators to place launch contracts with Russia and China. Charles Bigot (left) said Washington had "political reasons" for pressing IntelSat, the world's biggest independent operator of telecoms satellites, to consider such launches. Page 16

Lufthansa, the German state airline, pulled out of the race to buy Continental Airlines, the US carrier operating under Chapter 11, a blow to its ambitions to forge international links. Page 17

Moscow sends troops to Caucasus as Russia has flown 3,000 troops to halt ethnic fighting in the Caucasus mountains, its second deployment in a week to support a government in its former empire. Page 3

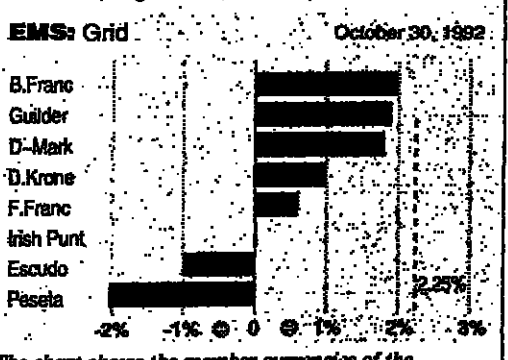
City faces outside regulations: The City of London's principle of self-regulation would be eroded after a review of the power and methods of the Securities and Investments Board, the financial regulator. Page 18; SIB review, Pages 18-19

Stockholm tackles bank crisis: Sweden is to set up a special authority to tackle the country's banking crisis, part of a package of measures to shore up the battered financial system and strengthen foreign confidence. Page 19

Panic faces no-confidence vote: Milan Pantic, the Yugoslav prime minister, may lose a no-confidence vote in the federal parliament today, after a campaign to discredit him organised by Slobodan Milosevic, the Serbian president. Page 3

European Monetary System: Tensions inside the European exchange mechanism grid continue to ease as the markets take the view that the Bundesbank will cut its official interest rates soon. The French franc remains near the centre of the grid, its exchange rate against the D-Mark mostly unchanged, despite a cut in one of the Bank of France's key lending rates last week. However, dealers believe that a devaluation of the peseta, escudo and Irish punt will be necessary at some stage because of the D-Mark's residual strength. Page 27

EMS Grid



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the narrow band cannot rise more than 2.25 per cent from the weakest currency in any part of the system. The Spanish peseta and Portuguese escudo operate with 6 per cent fluctuation bands.

Finmeccanica, Italy's state-owned engineering and aerospace group, has made the first public offer to buy assets from Edim, the state holding company put into voluntary liquidation in July. Page 19

Photocopier suppliers: Three UK companies offering controversial "copy plan" schemes to users of photocopier machines could have their credit licences revoked by the Office of Fair Trading. Costly image, Page 15

Mexico to extend reforms: President Carlos Salinas signalled further electoral reform and underlined his government's commitment to fiscal austerity in his annual state-of-the-union address. Page 3

Brazilian corruption: The corruption scheme allegedly involving Brazil's suspended president Fernando Collor had a yearly turnover of more than \$200m, according to computer records. Page 3

Calls for Craxi to quit: Growing differences in Italy's Socialist party, tainted by revelations of corruption, emerged over the weekend with calls for its leader, Bettino Craxi, to step down. Page 4

Bush fightback looks to have lost momentum on eve of election

Clinton leads in latest polls

By Jurek Martin in Washington

THE MOST relentlessly negative presidential election campaign in recent US history moved into its final hours yesterday with Governor Bill Clinton of Arkansas still favoured to defeat Republican President George Bush.

Yesterday's polling evidence suggested that Mr Clinton may have weathered the fierce Bush counterattack and be back on track to victory. The largest survey, the New York Times-CBS poll of more than 1,500 registered voters, taken from Tuesday to Friday of last week, gave Mr Clinton 43 per cent, Mr Bush 34 per cent and Mr Ross Perot, the Texas independent, 15 per cent.

All three candidates campaigned exhaustively over the weekend in states deemed critical tomorrow. Yesterday, Mr Clinton was in Ohio, Pennsylvania and New Jersey, while Mr Bush visited Michigan, New Jersey and Connecticut. Mr Perot was flying off to two rallies in California, having hit Florida and Missouri on Saturday.

Mr Clinton's voice virtually gone, worked crowds in Cincinnati, croaking out his message of "change" and attacking the president for distorting his record. Mr Bush denied on TV that there was anything new in the latest Iran-Contra revelations and accused both Mr Clinton and the media of gross unfairness. Mr Perot said his rivals "have no idea what they're talking about", and that Mr Bush "doesn't deserve to win".

The New York Times-CBS poll said Mr Clinton's edge was statistically almost identical to its final poll in 1988, which presaged Mr Bush's easy victory over Michael Dukakis. Its previous survey, published a week ago, gave Mr Clinton only a five-point lead. The poll takers reported some tightening of the race among those questioned on Thursday and Friday, but on those days it still found Mr Clinton up by eight points among the probable electorate and seven among registered voters.

The volatile CNN-USA Today poll of 1,600 "likely" voters, which is conducted by Gallup and which releases its findings daily, yesterday gave Mr Clinton 43 per cent, Mr Bush 36 and Mr Perot 15. From Wednesday to Saturday last week, it had Mr Clinton's lead down to between one and three points, greatly boosting Mr Bush's hopes. An ABC survey released on Saturday gave Mr Clinton a three-point margin.

The election is determined not by popular vote but in the electoral college, the 538 votes of which are awarded, with two minor exceptions, on a winner-take-all basis, state-by-state. A Washington Post survey of all the states plus the District of Columbia demonstrated yesterday how much of an uphill task Mr Bush still faces.

It put Mr Clinton "clearly ahead" in 16 states, plus DC, worth 227 electoral votes and with "a slight edge or better" in another 15 states, with 112 votes. This would give Mr Clinton more than the 270 needed for victory. Mr Bush had a "marked advantage" in nine states with 88 votes.

Mr Bush's fightback, however, was seen as having lost momentum on the eve of the election. The Bush campaign was encouraged by the latest poll putting him only three points behind in Wisconsin, a strong Democratic state which Mr Bush toured by train on Saturday, and virtually level in Ohio. But new surveys in Michigan and New Jersey, "must win" states for the President, still had him 5-12 points adrift of Mr Clinton and his lead was down to only three points in Florida, which had looked more secure.

The main element of unpredictability centres on the Perot vote, still at a high level for an independent candidate so late in the game. Though his poll scores are going down and his unfavourable ratings rising, his local impact may yet be large. In as many as 25 states, the Post found, last-minute decisions by his supporters could be critical.



Hanging on: President Bush leans from a train to greet supporters during a campaign stop in Wisconsin. He denied later on television that there was anything new in the latest Iran-Contra revelations

Major faces crucial test of leadership

By Ivo Dawney, Political Correspondent, in London

MR JOHN MAJOR, the UK prime minister, was braced for two days of frantic campaigning yesterday after forecasts from Euro-sceptics and independent bodies both found some 35 rebels still pledged to oppose him or abstain in Wednesday's Maastricht debate in parliament.

The proximity of the findings underlined the uncertainty of the outcome in what is increasingly being seen as a crucial test of the prime minister's credibility and his ability to command the respect of his party.

Several MPs from the ruling Conservative party have publicly expressed broad agreement with Labour, the main opposition party, that Mr Major's authority would be critically damaged if he lost the debate, even if a subsequent confidence vote was won by the government.

After a weekend of frenetic behind-the-scenes activity by government business managers, the crisis atmosphere was fuelled by similar dire warnings from cabinet ministers and a ferocious row over tactics between Labour and the smaller opposition group of Liberal Democrats.

Early yesterday, Sir Norman Fowler, the Conservative party chairman, insisted in a television interview, that Tory MPs would be "playing with fire" if they put the government at risk. His message was repeated by Mr David Hunt, the Welsh secretary, who said: "If they think the government can just be defeated on Wednesday and everything will just settle down the following day - it won't. Labour was systematically raising the pressure on the Liberal Democrats by warning that their support for the government would rebound on them when public expenditure cuts are announced next week."

In a statement Mrs Margaret Beckett, Labour's deputy leader, warned that voters would not forgive the Liberal Democrats if they "propagated up" the prime minister. "If he wins next week's vote, John Major will have a mandate to go ahead with the public spending cuts which he denied would be made," she said.

The charge drew a furious retort from Mr Paddy Ashdown, the Liberal Democrat leader who described Labour's decision to oppose the Maastricht motion as "a tawdry deceit".

Claiming the Liberal Democrats were putting the interests of the nation first, he argued that if the government was defeated it would immediately win in a confidence motion. "So we would be left with the worst of all possible worlds - no general election and no future for Britain in Europe either," he said.

The theme of Britain working in close collaboration with Europe was the main message of the nation first, he argued that if the government was defeated it would immediately win in a confidence motion. "So we would be left with the worst of all possible worlds - no general election and no future for Britain in Europe either," he said.

Angola slides back into civil war as troops clash in capital

By Julian Ozanne in Nairobi

ANGOLA appeared to be slipping inexorably into renewed civil war yesterday as heavy fighting continued across the country between government forces and troops of the rebel Unita movement.

Fears are rising that the latest round of pitched battles, the most bloody since Unita disputed the results of September's elections, will scotch remaining attempts to broker a negotiated settlement.

The fighting threatens UN-led efforts to bring Angola through a 17-month transition to peace and democracy after a ceasefire was signed in May 1991, ending a civil war that began at independence in 1975.

According to the Portuguese news agency Lusa at least 300 people, including two United Nations peacekeeping staff, have been killed in clashes in the capital Luanda since Thursday night, and corpses and abandoned weapons littered the city's deserted streets yesterday.

Although the fighting subsided yesterday, mortars and grenades continued to fall on parts of the city, particularly in the Unita stronghold of Miramar, a suburb of Luanda. Bursts of heavy machine-gun fire erupted in the downtown area.

Russian Mi-8 helicopter gunships circled the city and the government put into force an all-day curfew and threw up road blocks around the city. Foreign residents bunkered down in hotels and private residences.

Fighting was also raging yesterday for control of the key cities of Benguela, Lobito, Huambo and Cuito in the Unita tribal strongholds of the central provinces. Unita also seized several diamond-producing areas in the north and south of the country.

South African President Mr F.W. de Klerk, whose country sent support and troops to aid the Unita throughout most of the civil war, added his voice yesterday to international appeals calling for a ceasefire in the fighting and fresh peace talks between President Jose Eduardo dos Santos and Mr Jonas Savimbi, the leader of Unita.

Mr Savimbi, however, appeared increasingly isolated and immune from international pressure, most recently expressed by a United Nations Security Council Resolution passed late Friday night which demanded an immediate end to the violence and threatened action against any party endangering peace.

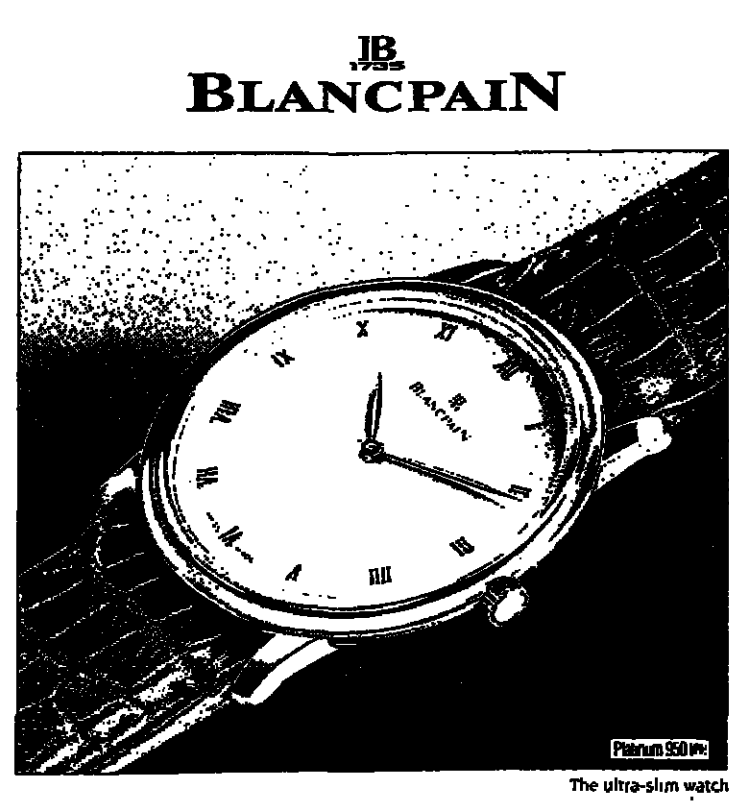
Luanda airport was closed yesterday and commercial flights into the capital have been cancelled. Britain, the US, Portugal, South Africa and Brazil were attempting to evacuate their nationals as international efforts to pull the vast country away from further conflict appeared increasingly futile.

Several hundred people were evacuated by air and sea over the weekend but evacuation plans are being constrained by lack of movement in the city and continued fighting near the airport.

Portugal is trying to evacuate 40,000 nationals by air and sea.

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NEWS: RACE FOR THE WHITE HOUSE

California water allocation bill signed

By Louise Kahoe
in San Francisco

PRESIDENT George Bush has signed controversial legislation reallocating scarce California water supplies from agriculture to the state's cities and drought-threatened wildlife, despite the opposition of the state's farmers and a last-minute appeal for a presidential veto from California's Republican Governor Pete Wilson.

The water bill also includes funding for several popular large-scale dam and water projects throughout the west, forcing the president to choose between the interests of his California supporters and those in other states who were urging passage of the bill.

It addresses a bitter century-long battle between agricultural and urban interests over water rights in California. Farmers now use about 86 per cent of the state's water, while city residents and other industries face severe rationing after six years of drought.

The bill signed on Friday will reform allocation of water supplies from the Central Valley Project (CVP), a massive system of 20 dams and miles of canals, built by the federal government in the late 1930s, that transports water from northern California to the Central Valley, where it is used to irrigate about 3m acres of farmland.

The changes "will cripple farmers in the nation's most productive agricultural region, without solving California's basic water problem," said Mr Bob Vice, president of the California Farm Bureau Federation. Growers will be forced to leave land fallow and lay off workers, he predicted.

Environmentalists were, however, pleased by the president's decision.

"This is a big day in California's water history," said Mr Tom Graff of the Environmental Defence Fund, one of the groups that has fought hard for the legislation.

The bill reserves roughly 10 per cent of the amount of water that would be delivered by the CVP in a year of normal rainfall to replenish river flows and reservoir levels, restoring fish and waterfowl habitats destroyed by diversion of water to the Central Valley.

It also provides city dwellers with access to CVP water supplies by enabling farmers, for the first time, to sell surplus supplies to cities.

Although the president has sided with the urban majority in California, his decision is not seen as a big vote-winner in the state, where he is trailing Governor Bill Clinton, the Democratic presidential candidate, in opinion polls. Rather, the passage of the water bill is seen as a defeat for the president, governor and other Republican politicians who have long opposed the water reform measures.

Mr Bush was put in a "no win situation" by Democratic lawmakers, Mr Wilson charged.

George Graham in Chippewa Falls hears Bush's horror stories

President calls up goblins

HALLOWE'EN in the American Midwest is a time for goblin masks, witches' hats and pumpkin lanterns, but for President George Bush this weekend it brought a final chance to tell horror stories about what would happen if Governor Bill Clinton were to win tomorrow's presidential election.

"If you want to go the Clinton route, every day will seem like Halloween - fright and terror, fright and terror, witches and devils everywhere," Mr Bush proclaimed on Saturday as he meandered through the marshy flatlands of Wisconsin on a whistle-stop train trip.

In Burlington, Oshkosh, Stevens Point and Chippewa Falls, the president returned repeatedly to the theme that Republicans hope will at the last minute bring their voters back: that Mr Clinton is inexperienced, untrustworthy and ready to take both sides of every issue.

"The pumpkin in the Arkansas governor's mansion has two faces: whatever side you're on, he's right there. You can't do that as president of the United States," Mr Bush said.

But Mr Bush could not stop a skeleton from rattling in his own closet, as a small aircraft flew over his head trailing a banner reading "Iran Contra Haunts You".

Mr Bush at first ignored the issue, brought back to life by renewed evidence from the trial of Mr Casper Weinberger, the former defence secretary, that as vice-president he was not, as he has asserted, "out of the loop" on the deal to trade arms to Iran in exchange for the release of US hostages held in Lebanon.

But in Oshkosh, confronted by a cluster of hostile placards waved by Clinton supporters, Mr Bush confronted Iran-Contra head on. He said his opponent had seized on the issue because he had started to panic that "the power that he's lusted for is going to slip away from him".

He has now latched onto these silly little charges, accusations, in a desperate attempt

to stop his free fall in the polls," Mr Bush said.

Despite the recent narrowing of the gap between Mr Bush and Mr Clinton in national opinion polls, the president's 40-hour visit to Wisconsin, a state he lost in 1988 to Mr Michael Dukakis, suggests that his campaign is still struggling to make up lost ground.

Mr Tommy Thompson, the state's popular Republican governor, argues that it is possible for Mr Bush to win a majority in the presidential electoral college without Wisconsin's 11 votes, but he admits Mr Bush does not have 11 votes to spare.

Because California has swung this year away from Mr Bush towards Mr Clinton, Republican campaign managers have had to rework their

electoral college arithmetic.

That they still need so badly to win Wisconsin speaks clearly of how difficult they are finding it to scrape together the 270 electoral college votes they need.

It is clear, nevertheless, that the Bush campaign has regained some of its enthusiasm, and that the president is far from beaten yet.

One promising sign is that Senator Robert Kasten, who earlier had kept his distance from Mr Bush's ailing campaign for fear of jeopardising his own re-election bid, joined the president at his railway rallies on Saturday.

Governor Thompson is counting on supporters of Mr Ross Perot to decide that a vote for the Texas independent

would be wasted. "I am confident that over the course of the next hours, of these Perot supporters a higher proportion will go for George Bush than for Bill Clinton. That is what is going to carry Wisconsin for George Bush," he says.

But the governor still calls the race "a toss-up. It is whoever gets their voters to the polls on Tuesday."

If that is so, the president may need to drum up more enthusiasm than he generated among the respectable but not ecstatic crowds who came to see him at the weekend.

"Our people shout louder, but maybe that's because we have bigger problems," commented Mr Alexander Shulepov, a Russian student who is spending a year in Wisconsin.



Bill Clinton (left) and Barbara and George Bush meet weekend campaign crowds

Bush tries to ignore Iran charge

By Jurek Martin
in Washington

PRESIDENT George Bush made it crystal clear over the weekend that he has no intention of responding to the latest Iran-Contra revelations in any detail and thinks the public should focus much more on Governor Bill Clinton's evasion of military service 23 years ago.

Mr Bush bristled in a TV interview yesterday when questioned about new evidence in an additional indictment against Mr Casper Weinberger, the former defence secretary. Mr Weinberger's notes suggested Mr Bush was much more familiar with the arms-

for-hostages scheme far earlier than he has let on.

"Do you want to spend the whole half hour on this," the president demanded. The time could be better spent talking about Mr Clinton and the draft, he said. In any case, the two issues were entirely different. He thought the Iran-Contra investigations were "a big witch-hunt" and found it sinister that the latest indictments should have been handed down so close to the election.

Over the weekend he accused the Democrats of seizing on the issue to divert attention from the fact that their lead was "slipping away". Whether that is true or not, the Clinton campaign has

lost no opportunity to capitalise on the fact that the trust issue may be as relevant to Mr Bush as to Mr Clinton.

Thus, on Friday night, Mr George Stephanopoulos, Mr Clinton's communications director, called up the Larry King Live TV show, on which Mr Bush was a guest, to point out discrepancies in presidential statements about his knowledge of Iran-Contra.

Mr Clinton also consistently accuses Mr Bush of putting out false and misleading advertisements about his record. He specifically charged the president of pandering to regional prejudice. "In one state," Mr Clinton said in Georgia, "he says I'm too lib-

eral, in another state he says I'm a backwater redneck."

Mr Bush said yesterday: "I have never accused him of being a redneck, I've just said he has a sorry record in Arkansas." He denied he bore any responsibility for what he conceded was "an ugly campaign, the worst I've known", adding "I will dish it out and see if they can take it."

He then denied all knowledge of two recent commercials which portray Arkansas as an industrial and environmental wasteland. The authors of two studies which form the basis for the advertisements have complained that the Bush campaign has completely distorted their findings.

Japanese adjust to idea of 'President Clinton'

Challenger is seen as more realistic about the causes of US problems, writes Charles Leadbeater in Tokyo

THE PROSPECT OF Mr Bill Clinton riding in from Arkansas to take up the reins of presidential power in the White House could have been tailor-made to highlight the differences between politics in the US and Japan.

It is inconceivable that a young, untested outsider could rise from the political shadows as governor of one of the poorest regions of Japan to within reach of the most powerful post in national politics.

In Japan access to the top political jobs is so tightly regulated that the choice of the cabinet can be calculated almost by a formula.

Despite the cultural shock a young US president might deliver to a Japanese political leadership generally at least 20 years his senior, the Tokyo elite is learning to tolerate the prospect of change in Washington.

Japanese attitudes towards the US presidential race have gone through several phases this year.

At the outset it appeared the looming Japanese trade surplus might play an important role in the election, especially as President George Bush chose to kick off his campaign in January with an ill-fated visit to Tokyo. Even so, Japanese officials were adamant that Japan needed the continuity of a Republican White House committed to free trade.

The entry of Mr Ross Perot, the Texas independent, provoked fears that the US might succumb to economic nationalism, with Japan as the main beneficiary. Briefly, however, the early summer, stopping Mr Perot was seen as the main priority.

After the Democratic convention the mood changed. Mr Clinton's impressive lead in the polls - later much diminished - persuaded Tokyo analysts that Mr Bush's defeat was almost inevitable; they had to learn to tolerate Mr Clinton.

Two schools of thought run through Japanese politics, the bureaucracy and business about the impact of a Clinton presidency. The pessimists are apprehensive on several counts. The uncertainty of change would be highly unsettling to Tokyo policy makers. Japan has done well from Republican presidents. Its economy was given a hefty kick start by the Korean and Vietnam war efforts in the 1950s and 1960s. In the past decade Japan's economic power grew hugely during the Reagan-Bush years, partly because of the rise in the US federal deficit and the growth of the Japanese trade surplus.

The pessimists acknowledge that the US has made increasingly insistent demands upon Japan over bilateral trade and foreign policy issues such as Japan's contribution to the Gulf war. Yet Republican foreign policy has generally provided a familiar framework for Japan to rely upon, particularly as its gropes for a broader international role in the wake of the end of the cold war.

But the pessimists fear a Clinton presidency would fall prey to protectionists in the Democratic party who call for industrial policy to be matched

by an aggressive trade policy targeted at Japan, with quotas for imports into the US and market opening in Japan.

However, over the past few weeks a growing number of Tokyo policy-makers have become optimistic that a Clinton victory could pave the way for more equitable relations with the US. Their optimism is encouraged by the belief that the election campaign has marked a significant shift in Americans' perceptions of the US economy's strengths and weaknesses.

Tokyo optimists believe US

shift. We might be more willing to help if the US is really making an effort to restore its competitiveness."

The possibility of Democratic control of both the White House and the Congress also encourages the optimists that "Japan-bashing" will become less powerful. As a senior US businessman in Tokyo put it: "The Bush trade initiatives have been an economic failure but a political success because they were primarily designed to head off political pressure in Congress. With a Clinton administration there would be

Japan's relations with the US have suffered a sharp deterioration, with mounting distrust on both sides, according to a poll published yesterday by a leading Japanese newspaper, Charles Leadbeater writes.

The poll, conducted with more than 4,000 interviewees in the US and Japan, found the number of Japanese and Americans who believe relations between the two countries are good has fallen to a 15-year low. The proportion of those who think relations are poor has risen sharply over the past year.

The annual poll conducted by the Yomiuri newspaper group in Japan and Gallup, the polling organisation in the US, found that only 8 per cent of US respondents thought Japan was a trustworthy nation. About 60 per cent of US interviewees believed its policy would be shaped by the idea that Japan is a threat to US interests.

Yomiuri said the deterioration in attitudes probably marked the rise in the Japanese trade surplus with the US as well as the increasing domestic orientation of US policies.

Japan's standing in US esteem has fallen consistently over the past six years according to the poll. In 1987 it found that Japan was ranked as the ninth most trustworthy nation by US respondents. This year it fell to 14th.

The survey found that President George Bush is still popular among the Japanese despite the controversy over his ill-planned visit to the country in January, at the outset of the presidential election campaign.

politicians are becoming more realistic about the domestic factors behind declining US competitiveness, particularly poor education and training and low savings and investment, and think this new realism will lead the US to moderate its demands on Japan.

This belief has several sources. Protectionism has played far less of a role in the campaign than many in Tokyo feared. Mr Noboru Hatakeyama, vice minister at the Ministry of International Trade and Industry, commented: "The election has shown a strong common sense in the US about the importance of avoiding protectionism."

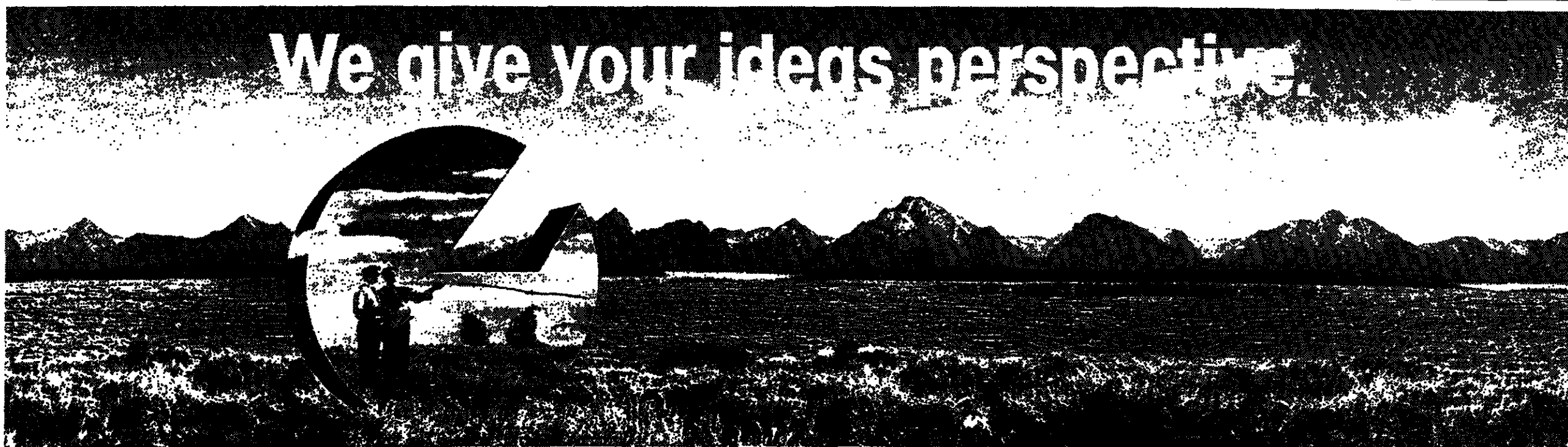
Mr Clinton's stress upon a revised industrial policy to promote US competitiveness also strikes a chord. An active state policy to boost competitiveness would be more recognisable to Japanese policy makers who have never shared the Republican ideological zeal for the free market.

A senior official at the Ministry of Finance goes even further, predicting that if he wins Mr Clinton might put trade relations on a more stable footing: "The trouble with the Bush administration's approach to trade was that it started from the premise that the problem lay in Japan, with Japanese unfairness. The Clinton team start from the premise that the main problem is in the US. That is a fundamental

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DG BANK

Collor scheme 'turned over \$200m'

By Christina Lamb in Rio de Janeiro

THE corruption scheme allegedly involving Brazil's suspended President Fernando Collor reached into most areas of government and had a yearly turnover in excess of \$200m, according to computer records published in the Brazilian press yesterday.

The records show the existence of a big corruption network, a so-called parallel government, with contacts in almost all ministries. It extorted kickbacks on everything from road construction contracts to importation of food and health items for charity programmes.

The news magazine *Veja* published extracts from the 251 pages so far transcribed by police from secret files stored in the computer seized from the office of Mr Paulo Cesar Farias, Mr Collor's friend and former campaign treasurer who allegedly ran the scheme, and on whom Mr Collor blames the scandal.

Mr Collor is referred to throughout as "Big Boss" and Mr Farias as "chief lobbyist." Accounts and objectives are clearly presented, with finances rigorously controlled. Targets include forming "joint ventures" with various major companies and "the strengthening of new economic groups". It also explains how participants should behave in public, adding that the scheme would run until December 1994 - the last month of Mr Collor's mandate.

Accessed using the password "Collor," one secret file labelled "Cash" lists 124 government projects between September 1990 and February 1991, each assigned the name of a constellation as codeword and marked with the percentage of kickback ranging from 3 to 15 per cent.

Another file lists contacts in 862 companies and government departments, including the names of many leading national and multinational companies.

In a section written before Mr Collor's sudden sacking of his cabinet in March, participants are warned of the necessity of "complete expurgation" because of "mounting allegations against the chief lobbyist".

It adds: "It may not be possible to operate in all ministries".

Panic could lose vote of confidence

MR Milan Panic, the Yugoslav prime minister, could lose a no-confidence vote in the federal parliament today, report Laura Silber in Belgrade and Ruter in Sarajevo.

Mr Slobodan Milosevic, Serbian president, has orchestrated a campaign to undermine the Belgrade-born California businessman since he was designated prime minister in July.

The campaign has intensified over the past week.

Russian troops sent to N Ossetia Private armies bring instability to Tajikistan

Steve Levine on a Central Asian power struggle

By Steve Levine in Moscow

RUSSIA flew 3,000 special forces to halt ethnic fighting in the troubled Caucasus mountains at the weekend, its second troop deployment in a week to support a beleaguered government in its former empire.

Russian President Boris Yeltsin sent Spetsnaz commandos and elite police to Vladikavkaz, capital of the Russian autonomous republic of North Ossetia, 1,100 miles south of Moscow.

The troops were sent to halt fighting between Ossetians and a regional ethnic group, the Ingush, who officials claimed were setting fire to Ossetian-owned homes. Scores were reported killed and injured in

street fighting between Ossetians and Ingush in the past several days.

Ingush rebels were reported yesterday to have taken hostage 80 Russian interior ministry soldiers based in the region.

A local official said the soldiers were seized on Friday in the Dzhermen settlement, located near the regional capital, Vladikavkaz, and populated mostly by Ingushis. Mr Felix Gutinov, spokesman for the North Ossetian interior ministry, said:

"The Ingush, who declared an independent state in June, are demanding the return of lands that Russian leader Josef Stalin expropriated in 1944 and declared part of North Ossetia. Mr Yeltsin and Russian

Prime Minister Yegor Gaidar held emergency meetings on the crisis on Saturday and yesterday. At the same time, the North Ossetian government said it would distribute Russian army-supplied automatic weapons to civilian volunteers.

"The Russian authorities are strong enough to make it clear that the law respects it," Russian Deputy Prime Minister Georgy Khuzha, Mr Yeltsin's specialist on the Caucasus, told Russian television.

The Russian action mirrored recent developments in the former Soviet republic of Tajikistan, where Russian troops have also been deployed.

The Central Asian nation, which has yet to form its own army since the Soviet Union collapsed last December, has

also distributed hundreds of weapons to civilians to protect the government.

On October 26-27 Russian soldiers played a crucial role in crushing a coup attempt in the Tajik capital of Dushanbe. The troops secured the airport, railroad and television stations.

Mr Yeltsin has not yet replied to a request by Tajik officials last week to send additional troops to guard the capital.

The Caucasus mountains, which stretch from southern Russia to the borders of Turkey and Iran, are engulfed by several conflicts. Among them are Georgia's war with Abkhazian separatists, and Azerbaijan's conflict with ethnic Armenians in Nagorno-Karabakh.



President Yeltsin in Astrakhan yesterday garnering support for a meeting of Russia's Congress of People's Deputies on December 1

Salinas signals electoral reform

By Stephen Fidler and Damian Fraser in Mexico City

PRESIDENT Carlos Salinas of Mexico yesterday signalled modest electoral reform and underlined his government's commitment to fiscal austerity in his annual state-of-the-union address.

The president also announced that the Bank of Mexico's reserves had risen to \$12.25bn (\$11.1bn), allaying fears that there had been a large outflow of capital in early October. Reserves, announced just three times a year, were \$18.23bn in August.

Mr Salinas outlined a three-point plan for electoral reform, in an apparent effort to end the post-electoral demonstrations that have forced three state governors to resign in just over a year. The plan addresses criticisms that the electoral process is heavily loaded in favour of the ruling Institutional Revolutionary party.

A new law, which would be negotiated between the political parties, would make the source of party finances transparent, set ceilings on electoral expenses, and attempt to ensure more impartial electoral processes and more equal access to newspapers and television.

The president emphasised his government's fight against inflation, forecast to fall below

10 per cent next year. "The stability of prices has proved to be the best way to achieve sustained real growth of salaries. Because of this, we will not relax fiscal discipline, and we will maintain the financial surplus in the public sector." He said the fiscal surplus would not be reduced to boost demand, and strict fiscal discipline would be maintained "even when we reach single-digit inflation".

Mr Salinas highlighted the need to raise the savings rate, to promote more investment, and to raise productivity.

In an apparent response to concerns about Mexico's widening current account deficit, expected to come close to \$20bn this year, Mr Salinas raised for the first time the issue of the dumping of foreign products in the Mexican markets. "We will face greater pressure from imports of foreign products that cannot find buyers in their own markets, but we can counter this by mounting an effective guard against unfair trade practices."

He said: "We must ensure that imports do not enter the country under terms of unfair competition. Consequently, we have strengthened mechanisms to defend ourselves against unfair trade practices."

On the domestic front, he said he planned a constitutional amendment to make secondary education compulsory.



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NEWS: INTERNATIONAL

France and Italy plan protection for sea

By Alice Rawsthorn in Paris

THE FRENCH and Italian governments are planning to create two protection zones for the natural life in the Mediterranean Sea, in an attempt to shield fish and other endangered species.

Ms Segolène Royal, the French minister for the environment, and Mr Carlo Ripa di Meana, her Italian counterpart, agreed yesterday, during their meeting at Aosta in Italy, to set up two special zones.

One would be in an area between Corsica and Sardinia, the other by the Hyères islands off the French port of Toulon, where naval traffic and fishing would be severely restricted.

The two ministers are forming a working party to finalise proposals for special nature zones in the Mediterranean.

They are also joining Mr Flavio Cotti, their opposite number in Switzerland, to try to impose environmental protective measures on the rail network through the Alps.

Bonn warned on budget cuts

By Quentin Peel in Bonn

HOPES for negotiation of a "solidarity pact" of wage restraint between the German government and trade unions could be dashed by plans to cut social spending next year, union leaders warned at the weekend.

The ruling coalition has drawn up plans to cut several billion D-Marks from next year's budget, including a freeze on social security payments, a reduction of 25 per cent in allowances for asylum seekers and an increase in unemployment contributions.

Details of the spending package, due to be finalised by the German cabinet on Wednesday, were spelt out by Mr Theo Waigel, finance minister in a weekend interview. He called for a three-year pay pause for public sector workers, with wages tied to inflation, and a postponement in planned increases in student grants.

He said a freeze on social security payments could save DM2bn (\$1.3bn) next year, while the cut in allowances for asylum-seekers would save a further DM1bn. Linking public sector pay rises to inflation could save as much as DM5bn in 1993 and DM10bn in 1994, for central government, the federal states and local government combined.



Waigel: seeks three-year pay pause for public sector workers

As for subsidies to special industries - including agriculture, shipbuilding and coal mining - Mr Waigel would say only that all those payments must be investigated again before the 1993 budget was finalised. From that vague statement, it appears that the coalition has decided that cuts in social spending may be politically easier than cuts in subsidies to politically-sensitive industries.

Despite the savings, the government has accepted that next year's slower economic growth will mean a DM5bn increase in the forecast central government budget deficit, according to weekend reports. Instead of falling from DM40.5bn to DM38bn, it will increase to DM44bn.

The revelations brought an inevitable backlash from both

trade union leaders and the opposition Social Democrats (SPD), both of whom Chancellor Helmut Kohl hopes to involve in a solidarity pact.

Mrs Ursula Engelen-Kefer, deputy chairman of the DGB trade union federation, said cuts in social spending would postpone a solidarity pact "into the distant future".

Mr Roland Isen, leader of the white collar federation, the DAG, said that any budget cuts which upset the "social symmetry" would destroy the chances of negotiating a solidarity pact.

For the SPD, Mr Rudolf Dresler, deputy leader of the SPD parliamentary group, said the cuts were "not budget consolidation. They are putting a torch to the welfare state."

A controversial German-Romanian deal to speed up the repatriation of tens of thousands of Romanian refugees took effect yesterday, but Bonn said it was not planning mass deportations. Reuters reports from Bonn. The accord allows Germany promptly to send back Romanians denied political asylum, even if they say they have no passport. Critics say it violates human rights and is in bad taste, given that many of the refugees are gypsies, who after Jews were the largest group killed by the Nazis in the second world war.

Airline body seeks let-up on investment

By Paul Betts, Aerospace Correspondent, in Montreal

THE International Air Transport Association (IATA) is urging governments to relax rigid foreign investment rules for airlines to encourage cross-border mergers and alliances in the industry.

The organisation, which groups 210 international airlines, recommends in its annual report to be published today that governments allow foreign investors to acquire up to 49 per cent of the voting rights in their national airlines. Competition law should override national transport policies.

This issue is at the centre of tense negotiations between the UK and the US over British Airways' plan to acquire a 44 per cent stake with 21 per cent of the voting rights in USAir for \$750m.

The US is seeking greater access for US airlines into the UK market as a condition for approving BA's investment in USAir. But the UK is only prepared to grant this if the US in turn relaxes its foreign investment rules for airlines.

The IATA recommendation comes at a time of consolidation and globalisation in the airline industry, which has been accelerated by deregulation and the economic recession. Mr Gunter Eser, IATA's director-general, also warns that despite a slow recovery the industry is heading for another big loss this year of around \$2bn.

IATA airlines lost \$4bn on international scheduled services last year after losing \$2.7m in 1990. Mr Eser notes in the annual report that airline interest charges have doubled since 1987 reflecting high interest rates and, above all, the very high proportion of debt which airlines now have.

The International Federation of Tour Operators (IFTO) has warned that the number of tourists visiting Greece next year could fall by 1m following the introduction of a \$26 airport departure tax, writes Michael Skapinker.

Danish premier under threat from scandals

By Hilary Barnes in Copenhagen

WHEN DENMARK'S foreign minister, Mr Uffe Ellemann-Jensen, sets out this week to sell his country's ideas on the Maastricht treaty to the other European Community governments, he will leave behind an administration adrift on a sea of domestic troubles.

These problems could become so acute within the next few weeks that the prime minister, Mr Poul Schlüter, might have to resign after 10 years in office.

This would almost certainly precipitate an election in which the opposition Social Democratic party would have an excellent chance of emerging as the winner, with its leader, Mr Poul Nyrup Rasmussen, as the next prime minister.

All this would be happening at a particularly difficult moment, with Denmark to assume the presidency of the Community on January 1, but a change of government might help gain Danish electoral acceptance for the Maastricht treaty next year.

When the treaty was voted down by referendum last June, the result was determined by the fact that 60 per cent or more of the supporters of the

Social Democratic party rejected their party's advice and voted against.

In government, the party's authority and ability to persuade its supporters to back the treaty in a second referendum would be much greater, according to a senior diplomat.

The government's troubles have nothing to do with Maastricht, but are related to a series of political-administrative scandals.

The most serious is the long-running "Tamil scandal". In 1987, a minister of justice broke the law by denying the right of Tamil refugees in Denmark to bring in their close relatives to join them.

The prime minister had no part in his minister's action but, in April 1989, he reported to parliament on the matter with the words: "Nothing has been swept under the carpet".

A judicial inquiry, conducted by High Court Judge Mogens Hornslet, has spent almost two years trying to establish whether there is a case for further proceedings against any of the ministers or civil servants involved. The judge's report is expected early next month.

Politicians and political commentators believe Mr Schlüter will have to resign if the report criticises him either directly or implicitly.

Pressure grows on Craxi to step down as Socialist leader

By Haig Simonian in Milan

GROWING differences in Italy's Socialist party, tainted by revelations of corruption in its Milanese stronghold, emerged over the weekend with calls for its leader, Mr Bettino Craxi, to step down.

In his toughest challenge to the leadership, Mr Claudio Martelli, the Socialist minister of justice and a former protégé of Mr Craxi, said the current leaders had become a liability and should step aside before a national conference due later this month.

Mr Martelli, backed by more than 20 of the party's 73-strong directorate, said the resignations would let the conference

concentrate on reform and improving the party's image. The leadership, for years the party's strongest card, had become a "problem", he said.

Claiming surprise, Mr Craxi said he would make inquiries to see whether the majority of the party's directorate favoured the call.

Although Mr Craxi has not been implicated in the various investigations into corruption and illegal political funding, close allies have been arrested in Milan, while Mr Gianni De Michelis, the Socialist former foreign minister and now the party's deputy leader, is under investigation in the Veneto region.

Separately, magistrates in

the northern city of Varese, a stronghold for the autonomist Lombard League, have started investigations into five MPs, one from the European parliament, for a variety of alleged charges including corruption and illegal funding.

In Naples, the battle of wills between politicians and magistrates investigating alleged corruption and electoral malpractice took a new turn with judges defending their decision to seek computer records from Mr Francesco De Lorenzo, the health minister, and other local MPs. Magistrates are looking into claims that MPs traded votes for political favours, notably jobs in state companies.

Italian parties keep hold on bank posts

By Haig Simonian

ITALY'S main political parties are down but not out, judging by the clutch of appointments to head some of the country's big public-sector banks.

The latest batch of names - traditionally appointed on party political grounds - suggests the Amato government has only partly responded to the national desire for change.

There are some new faces among the 72 appointments and re-appointments, notably with the choice of a few political academics to bank chairmanships.

However, many former political appointees have also kept their jobs after the expiry of

their mandates.

The most prominent among the newcomers is Mr Giovanni Grottafelli de' Santi, the new chairman of Monte dei Paschi di Siena, which is one of Italy's biggest and most conservative banks. An academic at the city's university, Mr Grottafelli fills the job vacated over two years ago by Mr Piero Barucci, now treasury minister, who left to become joint managing director of Credito Italiano before joining the new government.

Among the most prominent political appointees to be reconfirmed was Mr Roberto Mazzotta, Christian Democrat chairman of Cariplo, Italy's biggest savings bank.

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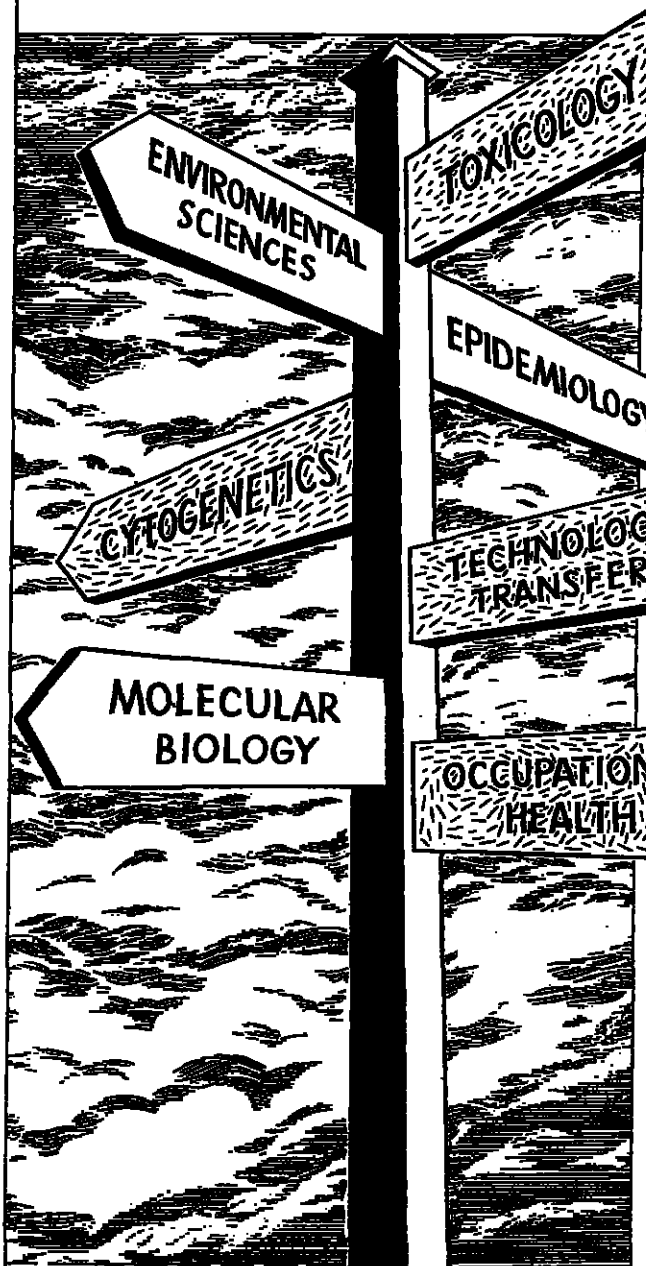
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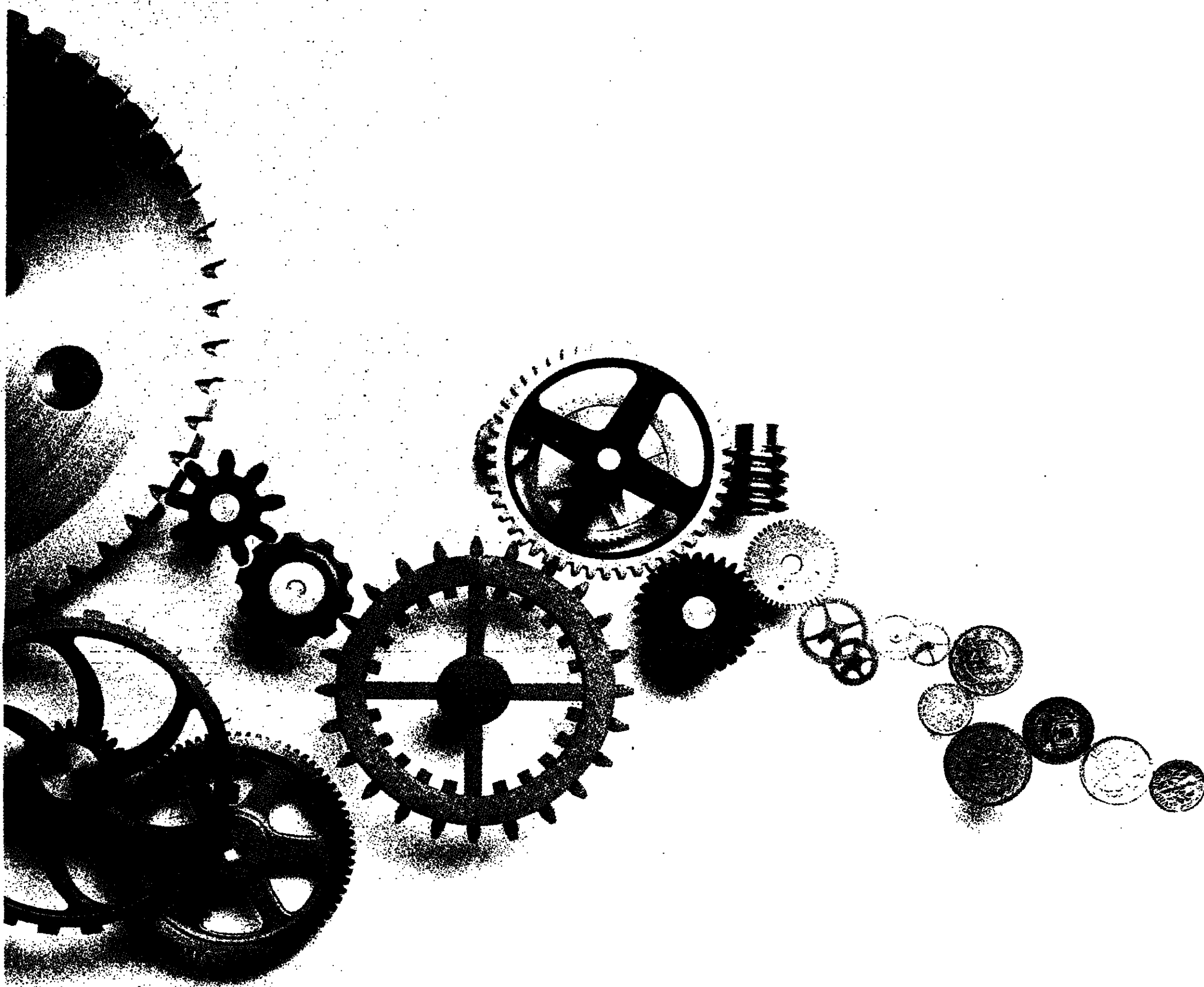
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NEWS: INTERNATIONAL

EC sticks to policy as trade talks begin

By David Gardner in Brussels and David Dodwell in London

AS ministerial-level farm trade reform talks between the US and the European Community were set to start in Chicago last night, the EC reiterated that any deal would have to protect the reform of the Common Agricultural Policy (CAP), agreed in May.

The meeting - of Mr Ray MacSharry, EC agriculture commissioner, and Mr Ed Maligan, US counterpart - is seen on both sides as the last chance to avert a trade war, and to salvage hopes for wide-ranging trade liberalisation under the Uruguay Round, which has been stalled for two years by the row over the EC's subsidised food export regime.

Top EC negotiators believe agreement can be reached with the US, but are voicing no public optimism because Washington has left this meeting until hours before Americans vote in presidential and Congressional elections tomorrow.

US trade officials also say there was little optimism that the new talks would provide a breakthrough.

The EC's absolute and final determination to stay within the framework of CAP reform has been clear to the US since

early last Tuesday morning, officials say.

After two weeks of intensive diplomacy, compromise agreements appear to have been forged in all areas except that of trade in oilseeds.

A White House meeting last week agreed to announce sanctions against the EC on oilseeds on Wednesday, if a settlement has not been reached by then. US farmers have been complaining for five years that the EC's oilseed subsidy regime has harmed them. Two dispute panels of the General Agreement on Tariffs and Trade (GATT) have endorsed their claims.

A GATT council meeting, planned for Wednesday, could be used to win multilateral sanction for the US to impose punitive tariffs on EC farm exports. France - Europe's main farm exporter - is said to be the main target of the tariffs.

Senior officials in Brussels fear that Washington delayed the Chicago meeting in the hope this would boost President George Bush's chances of re-election.

Another fear is of an eye-for-an-eye escalation, in which the Community might be blamed for having blocked the benefits to the world economy of a deal

through the Uruguay Round. EC officials say the new CAP's cuts in subsidised farm prices and production, passed into Community law at the beginning of July, can deliver all but the tiniest wrinkles on a global GATT agreement.

They are adamant about the need to stay within the framework of the reform, arguing that, if they put one foot outside the CAP, they would be unable to prevent opponents - principally in France - from unravelling the entire package.

Mr MacSharry has so far built majorities inside the European Commission and the member states to beat back France's attempts to scuttle a GATT deal.

Yet, if no agreement is reached, a rapidly expanding trade war and litigation through the GATT could undo the new CAP anyway.

In addition to levying punitive tariffs on EC exports, the US would certainly try to build on its two successive GATT judgments against the EC's oilseed regime.

Further challenges to the EC farm regime would come from Australia, New Zealand and Argentina, already preparing cases against the EC's subsidised wheat and beef exports to put to GATT adjudication.



Mr Rafik Hariri, the new Lebanese prime minister (pictured above), announced at the weekend a 30-strong, half-Christian, half-Muslim cabinet of which 12 members are technocrats or business associates of his, writes Lara Marlowe in Beirut. The prime minister, who has taken the finance portfolio, has appointed Mr Fouad Siniora, who headed Mr Hariri's banking group in Lebanon, as minister without portfolio.

Power of a postal route to rescue

Charles Leadbeater finds Japanese strength against recession in an old savings method

THE LOCAL post office in Tokyo's fashionable Harajuku district, tucked in a narrow back-street, is as central a social institution in its community as the collective bath-house, onepiece, which attracts a stream of people each evening.

The office, overseen by the postmaster and a team of staff in sharp white shirts, hums not so much with people posting mail as with those withdrawing cash from its two automatic teller machines and depositing their savings.

The 23,000 tiny local post offices like that at Harajuku are the main way by which most Japanese people save. Over the next few years, those savings will play a vital role in attempts to prevent Japan slipping into full recession.

The chief risk of recession stems from the weakness of Japan's once mighty banking industry, plagued with bad debts on real estate loans that turned sour as the property market collapsed. The main hope of reviving the economy is investments made by the postal savings system, Japan's fastest-growing and strongest financial institution. With assets of ¥138,500bn (¥700bn), it is about three times as large as Japan's largest bank, DKB, which has local branches.

Just as the local post offices are usually hidden away in back-streets, so the role of the postal savings system in seeking to revive the economy will not be obvious from government's accounts. This is how it will work.

The savings collected through the post offices are passed to the post and telecom. It quoted military officials in the area as saying the attack was on the PKK base at Haf-tanin, 10km inside Iraq, from where rebels have raided Turkish border posts.

The money goes into the Fiscal Investment and Loan Programme, which funds about 11 government banks and financial corporations to carry out investment in infrastructure and industry. Also the trust fund bureau uses the FILP to buy government bonds, thereby financing government borrowing.

The FILP is worth about ¥40,000bn a year, more than half the central government spending budget of ¥72,000bn. The finance ministry can use the FILP as a shadow budget. It does not require scrutiny by parliament, so it can respond swiftly to shifting political priorities, such as dealing with the onset of recession.

This year, the FILP, rather than the official budget, will fund most of the ¥10,700bn emergency package to revive the stock and real estate mar-

kets, announced by the government in August.

In April the programme's budget was set at ¥40,820bn. After the emergency measures are implemented, it should turn out at ¥45,190bn - a 10.8 per cent increase.

Public expenditure through the budget will be as originally planned, despite a ¥4,900 fall in tax revenues. The FILP is to make up a lot of the tax shortfall. The government will borrow more by issuing an additional ¥2,550bn in construction bonds. These are mainly bought by the trust fund bureau, which is mainly funded by the FILP.

Most of the rest of the money will come from reduced repayments on government debt, most of which is owned by the postal savings system.

JAPAN is about to grant aid to Vietnam, ending two decades of official economic isolation and opening the way for Japanese companies to broaden trade and investment ties with that country, writes Robert Thomson in Tokyo.

Tokyo last week received informal approval to resume aid from Mr Lawrence Eagleburger, US acting secretary of state, removing the obstacle of US opposition.

Japanese officials indicated that the government will wait until after the US election tomorrow to make a formal announcement, but funds are expected to start flowing before the end of the year.

The FILP's expanding role is unlikely to end with this year's budget. There will be a five-year moratorium on central government repayments of debts it owes to the trust fund bureau, which in effect means the FILP. The government may have to borrow more from the FILP if the economy does not revive and pressure rises for tax cuts in 1993.

It is not new for postal savings to play a central role in Japan's economy. Since its establishment in 1875, it has helped to fund Japan's defence build-up before the second world war, its industrial modernisation in the 1950s and 1960s, and more recently has increased public investment in housing and social infrastructure.

The system is more than twice as large as most of its European counterparts; the UK system was scrapped as anachronistic in 1988.

The Japanese postal system has increased its share of the savings market through an impressive display of public sector innovation.

The number of post office

automatic teller machines rose from 5,411 in 1986 to more than 15,000 last year. It has developed a portfolio of savings products closely tailored to consumer needs.

The system is underpinned by strong cross-party support. Local postmasters, highly respected figures in their local communities, have strong ties to the ruling Liberal Democratic party, which often uses them as local recruiting sergeants. The Social Democratic party has an equally powerful interest in the system's expansion because the Zentel, the postal workers' union, is one of its affiliates.

The investments have built up strong constituencies of support among recipients in industry, small businesses and outlying regions which have benefited from infrastructure spending.

A new departure is the role the system will play over the next few years, with its strategic purpose the salvation of the Japanese financial system.

The Japanese banks have been highly critical of the advantages bestowed on the postal savings system in the form of higher interest rates for savers and much lower taxation than for bank saving. In the last few months, as interest rates have come down, banks have been hit by a flight of deposits to the postal system, which has been able to keep its rates higher. The leading banks have constantly pressed the finance ministry to create a level playing field by liberalising the postal system.

This poses a dilemma for the ministry. As supervisor of the banking system it favours deregulation; as guardian of the national economic growth rate it is used to drawing on postal savings at need.

The banks' ability to clear their rising bad loans will depend in large part on whether the FILP's increased investments will revive the economy and specifically the property market.

The private and public sides of Japan's finance industry will develop an increasingly symbiotic relationship over the next few years. While the finance ministry will remain publicly committed to financial liberalisation, its actions to support the economy will rely on the strength of a highly regulated public sector savings institution.

Thus the salvation of Japan's banks, which became more internationalised in pursuit of their own modernisation over the last decade, could turn on an entirely domestic network of tiny post offices with their roots in the 19th century.

Omens bad for Angola's future

By Julian O'Connell in Nairobi

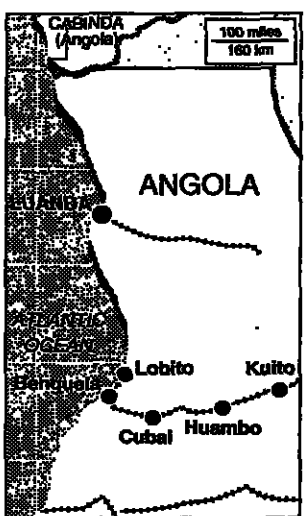
MR Jonas Savimbi, the hard-line leader of the rebel Unita movement, has the future of Angola in his hands. The choice between renewed civil war or an 11th-hour negotiated settlement now lies firmly with the 58-year-old guerrilla chief, whose troops have engaged in heavy fighting in the capital Luanda and several other provincial towns.

Nobody, however, not even his former backers in Washington and Pretoria, seems to know what the mercurial Mr Savimbi wants.

Is he determined to fight his way to power against seemingly impossible odds, throwing the vast country of 10m people back into suffering and incurring global opprobrium? Or is he still able to pull Angola from the brink of renewed conflict, swallowing electoral defeat and seeking reconciliation by hammering out a power-sharing deal?

Unless there is a speedy diplomatic breakthrough, Angola seems doomed to renewed conflict, with savagery from the oil exports of 500,000 barrels a day fuelling war, rather than rebuilding the country.

The omens are bleak. The recent eruption in fighting is the worst since Mr Savimbi disputed the results of demo-



cratic elections in September, which he lost to President José Eduardo dos Santos and the ruling MPLA party.

Since the elections, attempts to broker a summit of the two leaders, work out a power-sharing deal and hold the second round of the presidential election have floundered amid mutual suspicion and historical antagonisms.

However, instead of committing itself to a negotiated settlement, Unita has mobilised its troops throughout the country, apparently for a full offensive.

For all that, Unita can do great damage, having kept at least 20,000 troops and huge stockpiles of sophisticated weapons, say military observers. In the first weeks of fighting, Unita could seize the strategically vital provincial towns of Huambo, Cuito and possibly the railway town of Benguela, which all eluded Unita during the civil war.

The capture of these central towns, which all voted solidly for Unita in the elections and are the stronghold of Mr Savimbi's Ovimbundu tribe, would split the country in two and prepare the ground for a possible secession of the south. Unita could also create chaos in Luanda, though the oil-producing enclave of Cabinda is harder to disrupt: most installations being offshore.

Despite this short-term capacity, Unita would find it very hard to hold territory beyond its southern strongholds. Western nations have already warned that any government Unita organises in the south would be isolated diplomatically and economically.

Western diplomats still hope that Mr Savimbi will heed these realities and pull Angola back from the precipice of disintegration. But Mr Savimbi's behaviour in the past six weeks and the level of violence now across the country give little reason for such hope.

Turk army 'takes rebel Kurd base'

TURKISH troops captured a main Kurdish rebel base at the weekend, killing at least 1,000 guerrillas of the Kurdistan Workers' party (PKK), state television reported, writes John Murray Brown in Ankara.

It quoted military officials in the area as saying the attack was on the PKK base at Haf-tanin, 10km inside Iraq, from where rebels have raided Turkish border posts.

Tourists attacked

Muslim militants opened fire on a tourist bus carrying Egyptian Christians near the trust fund bureau of the finance ministry.

New ANC talks

The African National Congress is set to resume on November 21 talks with the South African government on transition to democracy, but Zulu leader Mangosuthu Buthe could delay the transition, Reuters reports from Cape Town.

INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

Yearly data for retail sales volume and industrial production plus all data for the vacancy rate indicator are in index form with 1989=100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-period values.

■ UNITED STATES					■ JAPAN					■ GERMANY					■ FRANCE					■ ITALY					■ UNITED KINGDOM						
Year	Index	Change	Index	Change	Year	Index	Change	Index	Change	Year	Index	Change	Index	Change	Year	Index	Change	Index	Change	Year	Index	Change	Index	Change	Year	Index	Change	Index	Change		
1988	100.0	100.0	7.1	100.0	100.0	100.0	2.8	100.0	98.6	100.0	100.0	7.1	100.0	105.0	100.0	100.0	10.2	100.0	102.2	100.0	100.0	9.6	104.1	100.0	100.0	11.2	100.0	102.1	1988		
1989	105.7	101.0	6.9	108.0	106.5	99.7	2.8	94.3	105.4	108.4	102.2	6.2	136.4	104.7	102.4	101.1	10.4	107.2	108.0	108.0	104.1	10.5	110.9	106.2	102.4	11.2	116.1	109.5	1989		
1990	108.3	105.9	5.1	105.5	110.0	113.8	103.1	2.9	108.3	115.4	107.4	102.5	8.2	149.4	105.8	104.5	103.1	105.7	118.3	113.9	108.8	10.9	113.0	107.7	105.7	103.1	108.5	1990			
1991	112.3	111.8	5.4	108.1	114.3	122.8	112.9	2.5	135.9	122.9	110.5	108.2	8.2	104.7	111.9	107.9	107.3	106.0	134.9	114.0	108.8	114.2	10.9	117.8	107.7	106.5	144.3	107.8	1991		
1992	114.5	114.5	5.2	99.3	113.1	132.3	113.9	2.2	147.0	128.4	114.1	117.4	5.8	218.8	114.7	108.6	111.3	9.4	161.1	113.5	118.4	118.7	10.9	118.0	119.8	109.9	7.1	124.7	105.0	1992	
1993	115.4	115.7	5.4	84.3	109.0	142.0	125.3	2.1	149.7	124.5	128.5	117.2	4.9	216.0	115.3	110.1	112.7	9.0	108.0	108.6	116.0	118.0	10.3	112.3	120.4	109.3	6.8	97.9	103.3	1993	
1994	113.4	113.5	6.8	81.7	114.7	145.0	128.1	2.1	144.1	123.3	130.5	120.8	4.3	206.7	112.2	114.3	113.4	9.8	109.9	107.6	114.3	115.4	9.8	115.2	119.5	108.1	8.7	108.7	108.1	1994	
4th qtr.1991	-0.5	-0.5	8.9	59.1	114.7	1.9	-1.8	2.1	140.3	123.5	1.1	0.1	4.3	263.1	112.2	0.2	1.7	10.0	124.8	107.6	6.3	-0.7	9.9	116.2	0.4	-0.8	9.3	88.3	108.1	4th qtr.1991	
1st qtr.1992	3.3	1.3	7.1	58.9	116.5	-0.8	-4.6	2.0	132.9	123.1	-2.8	1.3	4.3	276.5	112.1	-1.2	1.2	10.1	120.0	106.5	-0.3	9.9	114.9	-0.4	-1.3	9.5	73.7	109.0	1st qtr.1992		
2nd qtr.1992	1.8	2.0	7.4	59.4	118.3	-3.5	-6.2	2.1	128.8	122.9	-4.4	-1.3	4.3	274.1	110.7	0.2	0.2	10.3	105.5	107.8	-0.4	9.9	114.2	0.8	-0.2	9.7	87.8	110.6	2nd qtr.1992		
3rd qtr.1992	2.5	0.7	7.4	59.8		-6.3					-4.0			261.1																	3rd qtr.1992
October 1991	-0.8	-1.4	6.8	58.4	112.9	1.6	-1.8	2.1	143.5	124.3	3.0	0.8	4.3	263.9	112.7	1.4	0.8	9.9	125.0	107.6	6.5	-1.7	n.a.	114.6	-0.1	-1.8	9.2	81.1	108.7	1991 October	
November	-1.5	-0.2	6.8	59.1	113.7	4.1	-1.2	2.1	130.0	123.9	-0.5	1.7	4.3	261.5	112.2	0.7	1.5	10.0	128.3	107.6	7.5	2.7	n.a.	114.7	1.8	-0.8	9.3	84.7	108.4	1991 November	
December	0.6	0.2	7.0	59.5	114.7	0.0	-1.8	2.1	136.3	123.3	0.8	-2.1	4.3	264.7	112.2	-1.5	2.7	10.0	123.3	107.6	5.0	-3.2	n.a.	115.2	-0.4	-0.3	9.4	73.1	109.1	1991 December	
January 1992	5.0	0.0	7.0	56.3	116.7	-0.2	3.8	2.1	136.1	123.3	-1.2	0.2	4.3	270.5	112.1	0.2	0.4	10.1	122.5	107.6	5.0	-3.2	n.a.	115.2	0.8	-1.1	9.5	72.1	107.7	1992 January	
February	3.9	1.4	7.2	59.0	116.9	2.4	-4.6	2.0	132.6	123.3	-2.1	3.4	4.3	279.7	112.2	3.3	0.5	10.2	119.8	108.4	0.3	n.a.	114.8	1.3	-1.1	9.8	73.5	108.5	1992 February		
March	1.2	2.6	7.2	61.4	116.8	-4.5	-5.8	2.0	130.2	123.1	-4.9	0.2	4.3	279.9	112.1	-8.9	2.8	10.1	117.9	108.5	0.3	n.a.	114.9	-3.2	-1.8	9.5	75.4	109.0	1992 March		
April	2.0	2.5	7.1	59.3	116.7	-2.8	-5.0	2.0	130.6	123.0	-2.5	1.2	4.3	277.3	111.7	2.5	1.2	10.2	108.5	108.2	0.5	n.a.	115.1	1.1	1.4	9.6	70.7	108.9	1992 April		
May	1.7	2.4	7.1	61.3	116.5	-1.0	-8.9	2.1	122.0	122.9	-4.1	0.3	4.3	274.1	111.2	-0.9	-0.4	10.3	103.4	108.1	1.1	n.a.	115.1	1.8	0.4	9.7	87.1	110.1	1992 May		
June	1.8	1.1	7.7	60.7	116.2	-6.6	-8.8	2.1	127.7	122.9	-6.5	-3.9	4.3	270.0	110.7	-1.5	-0.2	10.3	116.4	107.8	-2.7	n.a.	114.2	0.5	-2.4	9.7	84.7	110.6	1992 June		
July	2.4	1.1	7.8	59.9	116.0	-8.1	2.2	122.5	123.2		-4.7	-2.6	4.6	268.0	110.0	-3.5	-1.2	10.3	112.2	107.5	0.0	n.a.	113.5	-0.4	-1.4	9.9	85.5	108.8	1992 July		
August	2.4	0.8	7.5	61.2	115.7	-8.1	0.8				-1.4	0.5	4.7	257.7	109.2	0.0	-1.2	10.2	112.0	104.9	1.4	n.a.	112.4	1.2	0.2	10.0	83.2	108.3	1992 August		
September	2.6	0.2	7.3	58.6		-4.6					26.4										n.a.	n.a.	1.5	0.2	10.0						1992 September

All series seasonally adjusted. Statistics for Germany apply only to western Germany. Data supplied by Datastream and WEA. Retail sales volume data from national government sources except Japan and Italy (value series def

Kevlar* for protection against injury. Sontara* and Tyvek* for protection against infection.

Every operating theatre contains a hidden risk - bacteria. They can jeopardize the most careful surgical work. Despite high standards of hygiene, painful, sometimes potentially fatal, wound infections still occur in more than 5% of all operations performed today. This conclusion was reached on the basis of investigations carried out in the USA.

On the other hand, surgeons are also at risk if, for example, they accidentally injure themselves with a scalpel while operating on an HIV-positive patient. In such cases the danger of infection is, naturally, high. Thanks to Du Pont's development work, however, we are now able to control these risks.



SONTARA increases hygienic standards.

SONTARA is a spunlaced fabric specially developed by Du Pont and consisting of a blend of polyester fibre and woodpulp. This fabric forms the basis for operating gowns and drapes available from manufacturers such as Mölnlycke and Baxter. Unlike conventional cotton operating gowns and drapes, SONTARA provides a considerably improved barrier against bacteria, a fact confirmed in a comparative test performed by Prof. Werner at the University Clinic of Mainz. Another advantage of SONTARA is that its special surface treatment is liquid-repellent. Consequently, surgeons and theatre staff are protected from germs transmitted through the blood. Moreover the use of SONTARA operating gowns and drapes means that 12 times fewer particles are released through linting than by conventional textiles. During surgery, such lint particles may act as a transmission medium for micro-organisms and result in infection. Non-wovens provide a higher standard of safety because they are less prone to



damage during transit or washing which could put their sterility at risk. The use of SONTARA made it possible for instance, at the Duke University Medical Center in Durham, to reduce the post-operative infection rate from 6.51% to 2.83%. An increasing number of clinics in Europe are placing their trust in operating gowns and drapes made from SONTARA.



Sterile packaging made of TYVEK is tear- and puncture-resistant.

Tyvek for sterile packs.

TYVEK is a spunbonded material made from microscopically fine, endless polyethylene fibres. Its special properties make it ideal for sterile packaging: it is not only tear- and puncture-resistant, waterproof, lint-free and air permeable. Yet also an outstanding barrier to microbial penetration as demonstrated in a 5-year shelf-life test. Since the packs are heat-sealed, the high surface stability of TYVEK and specially formulated heat seal coatings assure a clean and easy opening.

At the same time TYVEK is perfectly suitable for gas or gamma-ray sterilization which always takes place after closure. TYVEK's structure prevents bacterial penetration but allows gases to enter easily and escape again quickly.

That is why leading manufacturers of medical equipment, Abbott, Baxter, Fresenius and Viggo-Spectramed, for example, use sterile TYVEK packs to protect their products.

Kevlar operating gloves protect surgeons.

For the same weight, the para-aramid fibre

KEVLAR offers five times the tensile strength of steel, and is flexible and cut-resistant. This fibre has enabled the most amazing developments in a variety of fields. Now it is also in use for medical purposes. A special manufacturing process is able to produce seamless operating gloves from KEVLAR. They represent a significant safety factor in respect to pathogens, in that they help protect the surgeon from accidental cuts. Even a scalpel, if used normally, is unable to cut through them. The disposable gloves, packed in sterile conditions, are purpose-designed for surgical requirements. They are worn between two thin Latex gloves. Unlike other types, these KEVLAR surgical

gloves offer an important advantage, because they are so soft and flexible they do not limit the surgeons's dexterity and skill. KEVLAR protective surgical gloves are already in widespread use in America. In addition to use by surgeons and their assistants, these gloves are also a valuable contribution towards the safety of dentists, accident and emergency personnel and to others in areas of risk.



Operating gloves made from KEVLAR reduce the risk of infection.

Innovations from Du Pont

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NEWS: UK

Conservative Euro-sceptics to defy Major

By David Owen

SPLITS in the ruling Conservative party over closer European union deepened yesterday as a number of rebel MPs pledged to defy government attempts to win backing for its legislation to ratify the Maastricht treaty.

With 72 hours to go before the critical vote to decide whether the bill implementing the treaty should return to the Commons for further consideration, it appeared that up to 35 so-called Euro-sceptics were determined not to support Mr John Major in spite of intense lobbying by party managers.

If this hard core votes against the government on Wednesday, then the prime minister would be in severe danger of an ignominious defeat. If even a relatively small number were to opt to abstain, however, the government would probably scrape home.

The most heartening news for the rebels yesterday was a clear statement from Mr Bill Cash, the arch Euro-sceptic MP, that he will be "most emphatically voting against"

the government motion on Wednesday.

"I cannot see a redeeming feature in the treaty," he said yesterday, adding that he would support the government in a vote of confidence if Wednesday's verdict went against it.

Another leading Tory rebel, Mr Iain Duncan Smith, was also on the point of deciding to vote against the government, saying that he would inform the party managers, known as whips, today.

"This is about the Maastricht treaty," he said of the meticulously crafted motion with which the government still hopes to bring enough potential rebels back on board.

"Now is the time to vote against it. We will never get another chance."

The rebels, who fear a loss of political sovereignty and economic independence if European union goes ahead, have pledged to oppose the motion on Maastricht in spite of warnings from Tory loyalists that defeat on Wednesday would gravely damage the Prime Minister's authority at next month's Edinburgh summit.

Analysts warn of job cuts following energy review

By Neil Buckley

MORE than £2bn of investment in the UK North Sea and thousands of jobs could be jeopardised if the government tries to cancel contracts for gas-fired power stations or force generators to use more coal, a report warns today.

The latest North Sea Report from the County NatWest WoodMac's oil services consultancy, which includes analysis of the "dash for gas", highlights the government's limited room for manoeuvre in its forthcoming energy review.

Several gas developments rely on power generating con-

tracts and might be cancelled if these contracts were unfulfilled, the report says.

The analysts say 16 gas-fired stations have secured contracts for gas supplies and obtained government consent. With generating capacity of 9,800 megawatts, these are likely to play a significant part in UK electricity generation by 1995.

The government has said it may amend the law to force generators to use more coal. Prof Stephen Littlechild, the electricity industry regulator, is also investigating gas generation contracts to ensure power companies are buying the cheapest electricity.

Maastricht treaty wins support of businesses

By Michael Skapinker

MOST British companies believe adoption of the Maastricht treaty will be beneficial to their businesses, although few appear to understand precisely what is involved, according to a survey by Ernst & Young, the accountants and management consultants.

The survey of 131 companies found 56 per cent thought adoption of the treaty would benefit their companies. Thirteen per cent said it would be detrimental. A further 27 per cent said it would have no effect and 5 per cent had no opinion.

When asked what aspects of the treaty were important for their businesses, 27 per cent mentioned a single currency; 38 per cent said the notion of subsidiarity would be important to their businesses, 44 per cent mentioned a single currency and the social chapter, and 38 per cent the establishment of a European bank.

Mr Michael Gardiner, the Ernst & Young partner in charge of European issues, said the respondents "support for Maastricht appears to be based on a positive attitude to Europe rather than an understanding of the detail".

The Institute of Directors has urged the government to clarify what it sees as the uncertainty created by the treaty.

Mr Peter Morgan, the IoD's director general, said: "Since the ERM is in disarray, with many countries only hanging on by imposing capital controls, while Germany seems unlikely to give up the D-mark, what is the urgency for ratification?"

By contrast, the Confederation of British Industry, said failure to ratify the treaty would damage business confidence. Sir Michael Angus, CBI president, last week told the Conservative backbench European committee: "If the Maastricht treaty is not ratified, the UK runs the risk of losing the benefits of the single market and of being seen as a semi-detached member of the European Community."

Management survey uncovers 'widespread prejudice' among men

Old boy network remains barrier to career women

By Diane Summers, Labour Staff

THE OLD boys' network remains firmly entrenched as the single biggest obstacle to female advancement in the workplace, according to the most comprehensive UK survey of management attitudes to women.

Women rated the existence of "men's clubs" at work - which men operate behind the scenes to help each other gain the best jobs - as a far greater barrier to career development than lack of childcare provision or inflexible working hours.

A total of 43 per cent of women said they experienced the effects of male networks, compared with just 9 per cent who had suffered because of lack of childcare.

Researchers, who questioned nearly 1,500 women managers and 800 male colleagues, claim they uncovered "widespread prejudice among male managers against their women colleagues". They also found that the women who had battled against prejudice "appear to have done so at considerable personal cost". One third of the female managers were unmarried and only half had had children. This contrasted with 92

CAREER BARRIERS ENCOUNTERED BY WOMEN (%)	
"Men's club" network	43
Prejudice of colleagues	35
Lack of career guidance	28
Sexual discrimination/harassment	23
Lack of training provision	18
Lack of personal motivation/confidence	18
Family commitments	17
Inflexible working patterns	12
Sex pressures (eg friends, parents)	12
Lack of adequate childcare	9
Inadequate education	7
No barriers	19
Other	9

Source: Institute of Management

per cent of male managers who were married and 86 per cent who had had children.

Strong views about the role of female managers were expressed by many of the men surveyed. One commented: "With massive unemployment we don't need to encourage women into the workplace when they already have a role as a mother." Another said: "In general women do not make good managers - although they have much to offer in the workplace." According to a third: "Successful management

requires commitment with no outside worries. For women to single out or have adult children."

The survey was conducted by the British Institute of Management, which relaunched itself yesterday as the Institute of Management. This follows amalgamation with the smaller Institution of Industrial Managers, BHS, the retail chain, which itself has an 85 per cent female workforce and a predominantly female customer base, sponsored the research.

Separate research by the institute has indicated that only about 3 per cent of senior managers are female and about 9 per cent of managers overall are women. Says the latest report: "The economic arguments for increasing those proportions should not need rehearsing. Women now make up almost half of the workforce and will account for 80 per cent of labour force growth over the next 10 years."

Mr Roger Young, Institute of Management director-general, said of the findings: "Men are the prime barrier to women in management. Despite some progress, old-fashioned sexist attitudes are still common and represent a real, not imagined barrier to the progress of women."

Britain in brief



Devaluation fails to lift orders in UK

The pound's devaluation has given only a slight boost to manufacturers, according to a survey published today from the Chartered Institute of Purchasing and Supply which says the outlook for the sector remains gloomy.

According to the institute's monthly poll of purchasing managers in manufacturing, new orders last month showed little increase on September, in spite of expectations that the fall in sterling would help competitiveness.

The institute's pessimistic tone is echoed in a broader assessment for the economy, published today by Oxford Economic Forecasting, a consultancy. This says prospects for growth have worsened in recent weeks and that another stage of recession may have started.

Accounts may be simplified

The Accounting Standards Board, the UK standards-setter for financial reporting, is to consider ways to make accounts more understandable to private investors.

Mr David Tweedie, chairman, said he was considering ways to introduce more narrative statements, explanations of terms and discussions of corporate performance which those without financial skills could use.

No reprimands by watchdog

No auditor to any of the companies reprimanded so far by the Financial Reporting Review Panel, the new UK watchdog on company accounts, is likely to be criticised by their professional regulatory body, it has emerged.

The investigations committee of the Institute of Chartered Accountants in England and Wales has decided to take no action against Pannell Kerr Foster, auditor to Williams Holdings, the first company criticised by the review panel. While the review panel has a power to take action against companies, discipline of their auditors is left to the accountancy professional bodies. Any firms which provide unqualified audit reports are automatically referred when there is critical review panel finding.

Warning on training cuts

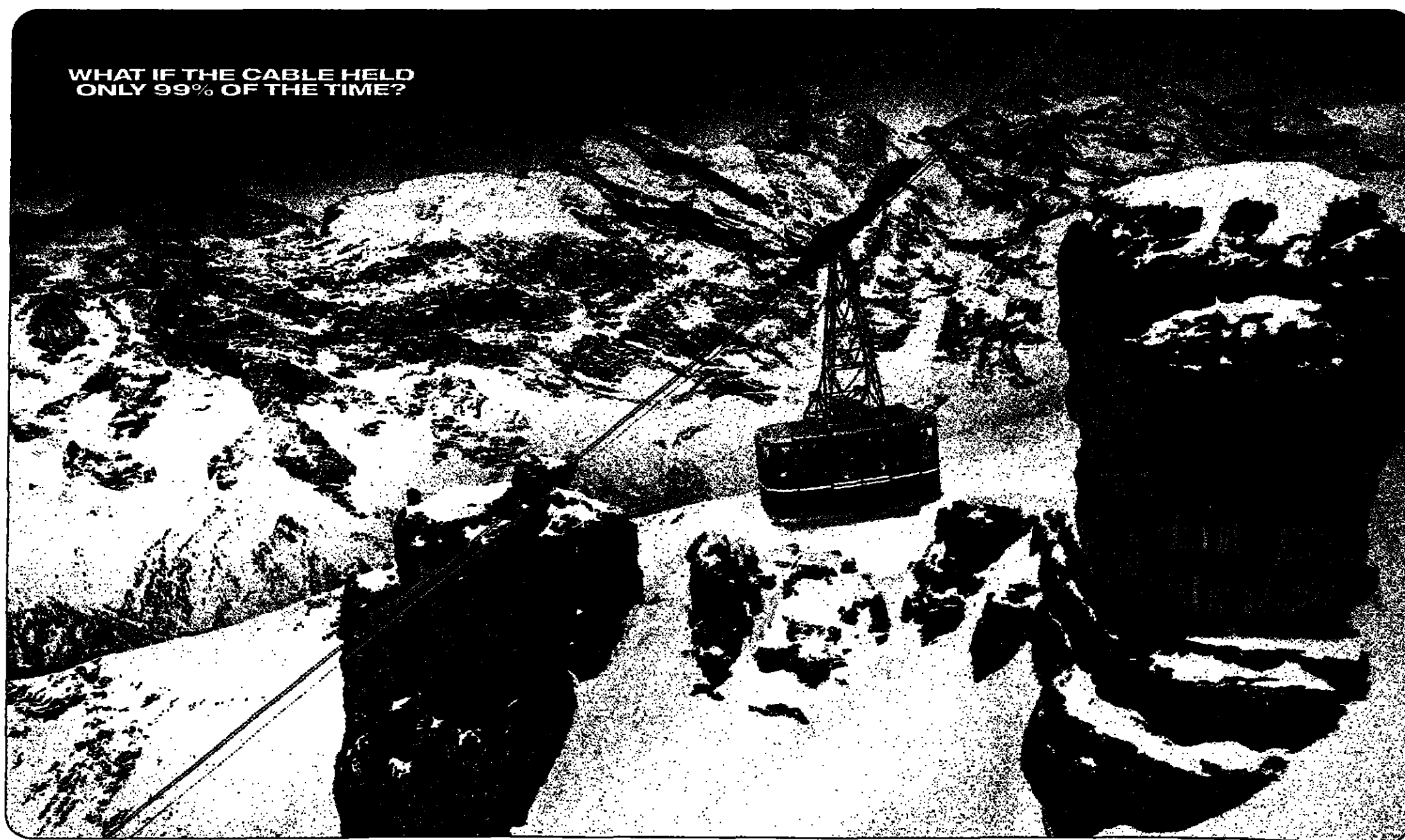
Managers in a survey published by the Industrial Society have given the government a strong warning not to cut publicly funded training programmes and initiatives.

Most managers according to the survey believed possible cuts in funding for Training and Enterprise Councils (TECs), which administer publicly funded training, would damage training in general in the UK with nearly one quarter saying such a move would be "very damaging". It is understood that Mrs Gillian Shephard, the employment secretary, is still seeking to save off cuts in her department's budget in the Public Expenditure Survey.

Britons prefer country life

Nearly one in three people would like to move out of urban Britain to the countryside, rejecting city life as dirty and stressful. Moreover, 17 per cent of those under 35 in the top socio-economic groups (ABC1) are planning to relocate to rural areas in the next five years.

The possibility of an internal migration into rural Britain is highlighted in a Mintel survey examining social and economic differences across the regional divides of the country. Greater London and the South East experienced a net loss of 88,000 people in 1988, while Wales, the South West and Scotland registered net gains of 41,000. Net losses of more than 500,000 people are forecast for Greater London and the South East by the turn of the century.



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One of the most powerful maxims of modern management is that companies are best organised by splitting themselves not only into divisions or businesses, but also into smaller "strategic business units" focused on particular product markets.

The approach fosters efficiency, market responsiveness and managerial motivation, as a growing number of western companies has found over the past decade or more – though not all of them have chosen to use the American "strategic business unit" (SBU) terminology.

Yet there is also a groundswell of opinion that today's business units – and even much larger divisions – provide far too generally a set of boundaries from which to make appropriate decisions about all tomorrow's competitive opportunities and threats, especially those in new industries.

Such opportunities and threats may either cross boundaries between divisions or business units, or may fall somewhere in between. As a result they may be fought over, confronted inadequately, or just ignored. A much broader corporate perspective needs to be taken if the company is to act appropriately – but without the sort of bureaucracy sometimes used in the past.

One way of trying to do this used to be to rely on senior "functional" executives at head office, such as chief technology officers. Even in its heyday, this was generally inadequate, in today's streamlined matrix structures, where divisions or businesses generally hold most power, such functional executives lack muscle. Their perspective is also usually too narrow – for instance, most technology officers lack market experience and insight.

Another favourite US practice in the early 1980s, at General Electric and elsewhere, was to overlay a laborious "sector" structure across the businesses and SBUs. GE then abandoned this, and has since relied instead on less formal cross-company co-ordination. But sceptics have questioned whether this has been really effective at putting GE in a position to exploit the industries of the future.

GE has not been alone in having too narrow a perspective on future industries. So, according to Dr Gary Hamel of the London Business School, does Digital Equipment, together with most large western companies – in stark contrast with many of their Japanese rivals.

On the other hand, Hamel argues that Kodak, Apple, Motorola and Hughes Aircraft are all looking beyond the boundaries of their current businesses in order to harness the "core competences" which underpin several of them.

Such competences include Apple's

Companies are in a better position to exploit new opportunities if they take a broader view of where they are going, writes Christopher Lorenz

Into the great wide open



experience in software and "user-friendly" interfaces, and Kodak's skills in chemical photography and digital imaging. The latter have been combined successfully to produce several cross-business products, notably Kodak's "photo compact disc" which allows high-resolution video images to be stored, retrieved and altered.

Because of the sensitivity of all the strategic and organisational issues involved, a presentation by Hamel on "competing for industry futures" excited intense debate among the executives, academics and consultants at last month's annual conference of the International Strategic Management Society, held this year in London.

Hamel shares most academics' penchant for jargon, but his prescription is powerful all the same. Among other things, it calls for radical change in the sorts of strategic concepts and techniques which companies employ, and the way they use existing ones. His prescription is summarised below.

If companies want to "compete for industry futures", rather than just for shares of existing markets,

they must recognise several new guiding principles, says Hamel. Doing so is much more important than any structural reorganisation which may also be necessary. The principles include the following:

● New industries are emerging out of all sorts of existing ones, and in the "white space" between them.

Hamel cites nine examples, ranging from digital television to multimedia systems and applications, and from gene-engineered drugs and branch-less banking to intelligent vehicle and highway systems.

● Many new industries offer opportunities to rivals from a range of backgrounds. For instance, companies are coming at the emerging "digital industry" from consumer electronics, professional electronics, entertainment and publishing, professional systems, information technology services, software, and telecommunications.

● Competing for such "industry futures" is therefore of a different character from current competition for "market position". Instead of competition being between products, it is between companies.

Instead of being for "stand-alone"

opportunities, it is for systemic ones. (Hence Kodak's reconception of itself as an "imaging company", using both chemical and digital technology.) Instead of speed of execution being the key, perseverance is.

And instead of competition being for cost and quality leadership, it is for intellectual leadership.

● The conventional assumptions and tools of industrial analysis "just don't apply" – the boundaries of each industry are unknown and unstable; it is hard to differentiate between customers, suppliers and competitors; and "strategy" is about positioning the company in new, not existing, "industry space".

● In this context of uncertainty, companies such as Apple, Kodak and Motorola – just like, for example, Sony and NEC in Japan – act as "nodes". That is, they have built core competences which will be valuable under a broad variety of industry outcomes; they feel they have more to gain from changing the rules of their industry than from abiding by them; they actively manage the process of transition into new industries; and they build networks of alliances which have a

cumulative logic to them, rather than just a series of one-by-one relationships.

● Competition for industry futures takes place in three phases. The first, akin to preparing for a marathon, includes understanding potential patterns of evolution in core competences, in technical functionality, and in customer patterns.

It also includes aligning corporate resources within a strategic framework (or "strategic architecture") that shows how various technological and other developments may fit together as the new industry emerges. NEC published such a framework as far back as 1977 for the integration of computers and communications – a process which is occurring only now.

The second phase is akin to the long, hard slog of the marathon proper. It involves competing for the acquisition of competences, and for product concepts and standards. It involves building alliances (or "coalitions") of companies which share the same view of the future; these coalitions then compete with each other for market learning.

The third phase, "like the final

100-metre sprint", involves competing for market share and profits around the world. Most western top management time is spent just on this phase, "yet nothing happens here unless someone has been busy on phases one and two, winding up the mainspring in the clock," says Hamel. Like IBM, companies can hold market leadership long after they have lost in phases one and two. But eventually the spring unwinds and leaves them floundering. Kodak, by contrast, has been investing in phase one, creating "stored energy" for the future.

● In deciding which core competences to build, companies should ask three questions. First, which competences will allow them to exploit discontinuous changes in industries – their own or those of others? Second, which core competences (such as flat screen displays) will provide "gateways" to future markets? And third, which core competences would provide influence over other industry players? Sony's near-monopoly of the skills of miniaturisation is an obvious example here.

● As a result of all the above, companies, when they are competing for the future, need to think very differently from usual about the meaning of that all-important goal, "market share". It can have at least six meanings: share of technology creation (where the west's share is high in most industries); share of core competence (where it is much lower in a growing number); share of "core platform" (such as Canon's stronghold over laser printer "engines" for western companies); share of a format or standard (eg the Japanese VHS format for cassette recorders); share of end-product manufacturing; and finally, the usual definition of brand share.

If a company controls the manufacturing of "core platforms", says Hamel, it has ultimate control over the share of end-product. Hence the tendency in a number of industries for Japanese companies to focus on achieving a high share of both, leaving US and European companies clinging to the consolation prize of high brand shares – for the moment, anyway.

Strategy has been seen traditionally in the west as a positioning game within existing businesses, rather than as the creation of new ones. Hamel told the Strategic Management Society conference, "Everybody in Europe worries today about market share in the car business, or in semiconductors. Yet the question for the rest of the decade and beyond is 'what is your share of new business creation?' Chief executives and their teams need to make a far greater intellectual investment in thinking about the future than most of them are."

The proud cleaners of Europe

Peter Owen, a private school headmaster, last week asked us to imagine a future Europe in which uneducated young Britons were the waiters, porters, cleaners and laundry attendants.

Owen, headmaster of Rushmoor School, Bedford, and chairman of the Independent Schools Association, is an optimist.

There are few signs so far of continental European cities using the British to do their cleaning. The traffic has been the other way. Unyx, a French company, has won 5 per cent of the UK's refuse collection and street-cleaning contracts. As far as waiters, a survey published last week by the British Tourist Authority shows that only a third of UK tourist businesses are fully able to serve foreign visitors in their own languages, with restaurants prominent among the monoglots.

The headlines do not do full justice to Owen's speech to the schools' association's conference in Rouen, France. It is a wide-ranging, common-sense look at Britain's failure to give its children the skills they need.

But while pleading for an escape from some traditional British attitudes, he appears imprisoned by at least two others. The first is that there is something demeaning about bringing people their food, cleaning up after them or carrying their luggage to their rooms. The second is that these are jobs for the uneducated.

In some continental countries, waiting on tables is seen as a job for professionals. Waiters and porters are expected to speak languages other than their own. Street-cleaning is an increasingly mechanised and sophisticated business.

The waiters, porters and cleaners of the future will be those able to benefit from Owen's dream of a better-educated Britain. Our worry about the rest is that they will make their livings from burglary, car theft and dope dealing, rather than the honourable occupations Owen apparently contemplates with such horror.

Michael Skapinker



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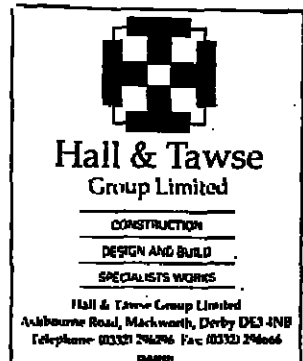
It will also be one of the largest service stations in the whole of Europe (what else would you expect from France's largest company?), expected to supply petrol to around 4,000 vehicles every day.

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elf aquitaine

OUR DEDICATION GOES FURTHER



Completing Brighton bypass

TAYLOR WOODROW CIVIL ENGINEERING has started work on the final stage of the A27 Brighton and Hove bypass. The £19.5m contract covers the 4.3km section between Hangleton in East Sussex and Kingston, West Sussex. A substantial part of the 30-month project involves a 490 metre twin-bored tunnel beneath Southwick Hill. The contract also requires construction of an interchange to link the dual two-lane carriageway with the Shoreham bypass at Kingston. Roadworks leading to the complex will be linked with access routes to the bypass.

To carry out the tunnelling work as rapidly and cost-effectively as possible, Taylor Woodrow Civil Engineering will be using the New Austrian Tunneling Method, which relies on quick-setting sprayed concrete instead of precast concrete or iron segments for initial ground support.

Work will go on underground round the clock in order to complete the twin bores by next summer, when the tunnel will be used to transfer up to 400,000 cu metres of excavated chalk from the eastern side of the road job to the western side for landfill purposes before winter sets in, reducing disruption to local traffic.

Relocating offices

MORGAN LOVELL, the office accommodation specialist, has won contracts worth in excess of £9m for office relocation and refurbishment. They include a contract for Waste Management to handle its space planning, design and project management for the company's relocation to Hammermith and Ticketmaster's new London headquarters in the West End.

BUILDING CONTRACTS

Spanish airport expansion

A project management contract has been awarded to the P&O Group company **BOVIS INTERNACIONAL DE ESPANA** for a £100m extension programme at Spain's Palma de Mallorca Airport.

The 36-month first phase includes the construction of a 200,000 sq metre terminal building, 40,000 sq metres of aircraft concourse and boarding gates, together with associated car parking, access routes and landscaping.

Palma de Mallorca is Spain's second busiest airport and the expansion programme is

needed to cope with the rapid increase in both international and domestic traffic anticipated over the next decade and beyond.

Engineered by the Spanish company **Intec**, the new terminal building will be six storeys high. The ground floor will accommodate the arrivals hall, arrivals concourse and baggage handling areas, together with parking for 154 coaches, 56 micro buses, taxis and private cars.

Level 2 is intended primarily for services and baggage handling. The departures, con-

course is to be located on level 3, together with the check-in area. At this level there will also be parking for 40 coaches, as well as parking for taxis and private cars.

The departures lounge and restaurant facilities will be located on level 4, together with extensive retail and duty free shops. Levels 5 and 6 will be used for office accommodation and services.

The boarding gates and two existing terminal buildings will be reached from the new terminal by way of high level access "fingers".

£100m motorway developments

Construction giant **TARMAC** has been given a £100m boost by the Department of Transport with a clutch of key motorway contracts.

The two largest contracts - worth almost £80m - call for the widening of busy stretches of the M6 in Cheshire and London's M25. The £32.5m contract on the M6 includes the construction of a viaduct - almost a mile in length - alongside the Thelwall Viaduct, crossing the Manchester Ship Canal and the River Mersey.

Six miles of the M6 will be widened from three to four lanes on the approaches to the viaduct between the M56 and

M25 interchanges. Nine bridges will also be built over or under the motorway and a bridge over a railway line will be widened.

One of Europe's most congested stretches of road - the five miles of the M25 between the M4 and M40 junctions close to Heathrow airport - is to be widened from three to four lanes. Work on the £24.5m contract will start early next year and it is expected to take about 12 months to complete.

Widening will be kept within the existing M25 boundaries by converting the hard shoulders to traffic lanes and building new hard shoulders.

Tarmac has also clinched a £2.5m contract for repairs and maintenance on the M3 motorway between junctions 4 and 5 near Fleet in Hampshire.

Work begins later this year and the project will take 3½ years to complete.

The tunnelling contract also includes the installation of four diffusers at the seaward end of the tunnel.

Treated waste water will reach the tunnel outfall through a new 8km pipe between Hayle and Gwithian. Work on sinking the tunnel shaft has commenced and construction is scheduled for completion in late 1994.

The tunnel is an important

element of the Penzance and St Ives scheme which is being constructed by the Trafalgar House Water Projects Consortium, comprising Trafalgar House Construction and John Brown Engineering. The scheme involves diverting crude sewage outfalls in the Penzance area and redirecting the flows to Hayle for treatment prior to discharge through the tunnel outfall.

£60m sewerage treatment scheme

The tunnelling company of **TRAFALGAR HOUSE CONSTRUCTION** has been awarded a subcontract to design and construct an undersea tunnel to carry an outfall for South West Water's Penzance and St Ives sewerage and sewage treatment scheme, phase 1, which is worth about £60m.

The 2.6km rock tunnel will run from Gwithian on Cornwall's north coast to outside St

Ives bay. The tunnelling contract also includes the installation of four diffusers at the seaward end of the tunnel.

Treated waste water will reach the tunnel outfall through a new 8km pipe between Hayle and Gwithian. Work on sinking the tunnel shaft has commenced and construction is scheduled for completion in late 1994.

The tunnel is an important

£15m orders placed with Lilley Group

LILLEY GROUP has received new orders worth £15.2m during October. Heading the list is a design and build contract, worth £2.3m, for a cementations grouting facility for waste containers at Drigg in Cumbria for British Nuclear Fuels Engineering. Eden Construction has already started work on the 56-week project.

Hatfield Construction has been awarded a £1.1m contract to extend the foyer at the Museum of London. Completion is scheduled for the end of July 1993.

Lilley Construction has won orders worth £2.2m, including stage 3a of the Mersey Estuary pollution alleviation scheme, worth £2.5m, and a £2.1m civils

contract for BP Oil at Grange-mouth.

The remaining contracts were awarded throughout the group; MDW (£900,000); Eden Construction (£1.6m); Robison & Davidson (£400,000); and Henry Jones Construction (£200,000). This brings the total group order book for the year to £208m.

PEOPLE

Evans' strategy: the gasmen shuffle

Robert Evans, British Gas chairman, has unveiled a wide-ranging shake-up of the company's management, three months after he split the roles of chairman and chief executive and appointed Cedric Brown to the latter position.

Evans says the changes were a natural consequence of Brown's move to chief executive, and adds that they are aimed at introducing more effective and up-to-date management structures.

A clear separation of strategy and implementation is being introduced, where the corporate centre provides the strategic direction of the company, with responsibility for implementation being devolved as far down the line as possible, he says. BG explains that the changes would allow the



central bureaucracy to be reduced, with more responsibility passing to the heads of individual business units.

Norman Blacker (left) moves from managing director of regional services to become managing director, gas business

technology. He is also expected to keep his responsibility for overseeing BG's response to the Monopolies and Mergers Committee inquiry into the UK gas market. Probert announced his intention to retire from BG's board in June 1993 when the MMC inquiry ends.

Russell Herbert (right), managing director, corporate services, is appointed a BG director and becomes managing director of Global Gas, the international gas supply and services division.

George Langshaw moves from his post at the head of Global Gas to become managing director of UK regions.

Arthur Dove becomes managing director, regional services, while Dennis Cottrell is appointed to the new post of director of corporate resources.

Crombie joins Shell UK board

Graeme Crombie has been appointed to the board of Shell UK, assuming the job of managing director of Shell Chemicals UK. He takes over the helm as the Shell ship hits stormy waters. Shell Chemicals is expected to make a worldwide loss this year because of poor demand and overcapacity, particularly in the petrochemicals market.

Crombie has spent his entire career with Shell, joining as a chemical trainee in 1963. His experience includes being head of plasticiser alcohols and product marketing manager for higher olefins. His most recent posting was as vice president chemicals for Shell Canada.

He replaces Evert Henkes who becomes metals co-ordinator for Shell international petroleum company and president of its loss-making mining subsidiary Billiton International Metals in the Hague.

Unilever fills Heron gap

Clive Butler, Unilever's director for corporate development and economics, is to step up to fill the role of personnel director which will be vacated

when Mike Heron leaves the Anglo-Dutch consumer products company to become chairman of the Post Office next year. Butler will also become the regional director for Europe.

Unilever is shuffling a number of other functions following Heron's departure. Hans Egerstedt, finance director, will assume responsibility for the company's information technology group while the corporate development/economics and external affairs departments will report directly to Unilever's special committee, which effectively acts as a three-man chief executive.



■ Ian Robinson (above), formerly chief executive of John Brown's engineering & construction sector, has been appointed chairman and md of TRAFALGAR HOUSE engineering division; he succeeds Aileen Gurney and is succeeded by David Moorhouse.

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CONTRACTS AND TENDERS

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The Ministry of Public Works, Transport and Communications of the Portuguese Government

INTERNATIONAL TENDER FOR PUBLIC WORKS

NEW ROAD BRIDGE OF THE TAGUS RIVER IN LISBON

The Ministry, through its agency GATEL - Gabinete da Traversia do Tejo em Lisboa, announces the opening of an international tender competition for the concession to design, build, finance, operate and maintain a new tolled road bridge of the Tagus river in Lisbon and also to operate and maintain the road crossing of the 25 de Abril bridge.

The Tender will be conducted in two phases. To begin Phase I, interested parties are hereby invited to submit proposals for their pre-qualification. In Phase II a shortlist of candidates will be invited to submit detailed proposals for the concession. The concession will eventually be awarded to the candidate whose proposal best satisfies the public interest, in accordance with established criteria.

A consortia of companies may submit its candidacy without being legally associated at the time of the tender, provided that it possesses the financial and technical capacities to satisfy the requirements specified in the Tender Programme.

Documents regarding the Tender, including the Tender Announcement, the Tender Programme, the Information Memorandum and the Appendices of physical, technical and traffic information are on display during working hours at GATEL's office:

GATEL - Gabinete da Traversia do Tejo em Lisboa
Rua Cintura do Porto de Lisboa
1800 Lisboa
Portugal
Tel (1) 858 20 66 Fax (1) 858 72 49

The official documents are in Portuguese although an English version will be exhibited and is available. Interested parties may request copies of the documents by registering their interest at the same address. These requests must be received until 27 November 1992 and must be accompanied by payment of ESC. 200,000\$00 plus 16% VAT.

Submissions from candidates must be received by GATEL no later than 17.00 hours on 8 January 1993 at the above address. Documents are to be submitted in Portuguese.

The envelopes containing candidates' submissions will be opened at the Public Act of Phase I of the Tender to be held at 10.00 hours on 7 January 1993.

TENDER - HARINGEY COUNCIL

(Contract Services Transport DSO)

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Haringey Council (Contract Services/Transport DSO) require funding in the form of an Operational Leasing Agreement to acquire a range of commercial vehicles.

Tenders are invited from organisations who have experience in this area and a copy of our tender document can be obtained by writing to:

The Purchasing Officer
Haringey Council Contract Services
Park View Road
London N17 9AY

Closing date for receipt of Tenders is by noon on 11th November 1992 and all replies will be acknowledged by 20th November 1992

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ARCHITECTURE

A mission to find a place for reverence

If a recession can be called a pause for thought, then there is one person in Britain who has made very substantial use of the not so short intermission. It is eight years since the Prince of Wales made his memorable speech to the Royal Institute of British Architects on their 150th anniversary, and in that time many of the Prince's thoughts about architecture have been translated into action. While the slump in the building industry has slowed the progress of both development and innovation - it has given time for some thoughtful changes in architectural theory and education. Last week, the Prince of Wales inaugurated an entirely new school of architecture in London and paid it a couple of visits to meet students and sit in on a lecture.

Although two houses in Regent's Park and 31 Foundation Course students may be only a modest start rather than a giant oak, it is a remarkable beginning achieved in an often pointlessly hostile critical climate. I thought that there was a remarkable atmosphere at the opening event last week: one of quiet and thoughtful determination among the staff and students. It is a perfectly fair question to ask: why another school of architecture? I think that the Prince gave the answer: "If there has been any single thing wrong with the architectural profession in this country over the last century, it has been that they have become cut off from people who are not architects, from participants in the building process. I would like my Institute to make the most of its independence, and its freedom from sectional interests, to try and effect some reconciliation between these fragments. So, while it will teach theory, it will be rooted in good building practice; while it develops the aesthetic sensibilities of the builder and the architect, it will not be at the expense of remembering that there is a 'builder' in each one of us."

The school is already something of a remarkable animal. It is the product of endless work, much of it voluntary, from people who are committed to architectural literacy without rigid dogma. It was a welcome sight to see the President of the Royal Institute of British Architects, Mr Richard MacCormac, present at the opening of the school. Bridge building is the order of the day; recognition that there can be different standards of excellence, and an understanding that architectural quality depends upon shared roots.

The Prince is sometimes unfairly mocked for even daring to mention values that exist beyond the merely material plane. Architecture is, at its best, like any other fine art, concerned with the place of mankind in the world and of the world in the universe. Architectural language deals with this through a sense of order and proportion. That is not some mystical sixth sense but something which can be learned and, once mastered, applied to the art of creation. To quote the Prince's opening speech: "In architecture, in music, and in nature as a whole, there is, I believe, a fundamental order or hierarchy, the recognition of which is essential both to appreciation and to our own creativity."

However, recognising this sense of order is only the beginning. There is another



Heritage under fire: the International Monuments Trust Croatia Appeal has earmarked concert proceeds for the City of Dubrovnik

area that is harder to define and is often ignored out of a kind of Protestant embarrassment. This is what the Prince and others have called, "reverence", a mixture of humility and aspiration. Without this quality, artistic creation has a rough ride through the jungle of egomania and self-promotion. An artist like Rembrandt is one of the clearest examples of the demonstration of reverence; how can architects and architects in training be taught to embody that sense of observed respect for humanity that Rembrandt transforms into art? That is the challenge which the Prince of Wales's Institute of Architecture is beginning to be equipped to face.

Earlier this month in the northern Italian city of Bologna, the Prince of Wales inaugurated an exhibition of architecture entitled "A Vision of Europe". I hope that this exhibition will tour in Europe because the curators, Liam O'Connor and Gabriele Tagliaventi, have assembled a remarkable range of built and unbuilt projects that illustrate a continuing urbanist and architectural tradition that nonetheless accommodates the activities of the end of the twentieth century.

The European range that is fascinating and some particular architects who are not especially well known stand out. I was impressed by the work of the French architect Christian Langlois with his completion of the cathedral square at Orleans and the buildings he designed in the 1970s for the French Senate in the Rue Vauvillier in Paris. There is an impressive block of flats in Olot, Barcelona, Spain which shows that there are new ways of using the classical language to deal with modern problems. The architect is Ramon Fortet and his work is far more sympathetic and humane than the fashionable gigantism of his compatriot Bofill. The range of work in this exhibition is inspiring; I hope it will soon be seen in the UK.

There is a unique opportunity for lovers of European architecture and culture to demonstrate their own sense of reverence in a practical way in London on November 10. There are still seats available for the concert at the Royal Festival Hall being given by the compelling pianist from the former Yugoslavia, Ivo Pogorelich. The purpose of the concert is

to raise funds specifically for the International Monuments Trust Croatia Appeal, with the proceeds being specifically earmarked for the City of Dubrovnik. It is hard to think of a more worthwhile way of spending an evening, listening to the works of Chopin, Ravel and Rachmaninov, knowing the funds raised are going to help repair the mad and wanton damage recently inflicted upon the "Jewel of the Adriatic". This international cultural appeal deserves support and tickets can be obtained from the Royal Festival Hall. It is hard to realise the extent of the damage recent fighting has inflicted upon our common European heritage. There can be no other place at the moment where reverence for European culture is more sorely needed.

Sponsorship/Antony Thorncroft

The Wigmore Hall is flavour of the month

Extracting sponsorship money from companies is proving disconcerting in a recession but there are alternative sources of revenue for arts groups to explore. Trusts are committed to distributing largesse whatever the financial climate and rich individuals often feel more charitable in hard times.

On November 9 the Queen will open the Joseph H. Hotung Gallery at the British Museum. It is devoted to Chinese and Indian works of art; at 360 feet it is the longest museum gallery in the UK. It is resplendently finished in solid lac, it displays almost 4,000 masterpieces; and its £2m cost was met by one man, Mr Hotung, a Hong Kong businessman.

There may be mercenary reasons why Mr Hotung has been so generous. He is acquiring commercial properties in the UK. He will get a status-raising exhibition of his own collection of Chinese jades in the gallery next year - and his name will be neatly engraved into the structure. But they are incidental to Mr Hotung's commitment as a collector.

He learnt much in the old Chinese gallery at the British Museum, but his learning would have been greatly increased if the lighting there had been better. He suggested to the Keeper, Jessica Rawson, that he provide improved lighting. She nudged him towards a full scale renovation.

The National Gallery has also found four private patrons, including Lady Kaye and Mrs Wrightman (plus old friends, dealers Hazlett Gooden & Fox to club together the £1m needed to renovate its Lower Gallery, where it keeps its reserve collection. It will re-open next spring.

The Tate Gallery gained an important work by Joseph Wright of Derby thanks to the generosity of Mr John Ritblat, who gave £100,000, encouraged by the Gift Aid provisions, while the cataloguing of Kenneth Clark's archive was paid for by John and Olivia Hughes, also powered by Gift Aid.

In the main private patrons prefer to finance long lasting memorials to their munificence, but when Ken Russell's production of *Princess Ida* opens at the RNO next week it will be paid for by Christine and Irvine Laidlaw, American fans of the Coliseum.

Amazingly there are still sponsorship success stories. Here are two. The Wigmore Hall re-opens for business on November 12 after an 18-month closure for restoration. There has been no change to the gorgeous art nouveau auditorium. All the work is back stage, and designed, almost incidentally, to appeal to sponsors. For the first time there is a large bar area, ideal for entertaining, plus an adjacent restaurant.

The Wigmore hardly touched the lives of sponsors in the past. It was regarded as too cramped. But now it is flavour of the month, its popularity among artists, audiences, and even critics, filtering through to sponsors. For the first time of its 1929-83 season the Wigmore has attracted £80,000 in sponsorship income as against a target of £55,000. Apart from the smart new premises, sponsoring a concert at the Wigmore starts at £3,000, a much less demanding proposition than a £20,000 blow out at the Festival Hall.

The Wigmore must become more commercial. It still gets grants from the Arts Council and Westminster City Council, which, with its landlord, the Prudential, paid for the £2m refurbishment, but the nod is that it should develop its own sources of income. National Power is sponsoring the reopening concert, which features 16 singers, including Margaret Price and Felicity Palmer, and British Airways and Marks & Spencer have joined the new backers.

The Wigmore Hall is acting as an out station for the Scandinavian Festival, the most ambitious of the themed arts binges put together by the Barbican. This has also touched a nerve in sponsors. If the Wigmore offered novelty, the Festival has sold itself on artistic over-drive. Its sponsorship target was £200,000 (to match an equivalent sum from the City of London). In the event it has brought in over £400,000, in cash and kind, two thirds of it from Scandinavian companies.

Baroness O'Cathain, director of the Barbican, is seriously considering giving back to the City the £300,000 surplus. It would demonstrate good house-keeping. She might, however, wait until the financial balance sheet on the Festival is complete before indulging in such a dramatic gesture.

The Barbican set up a sponsorship committee headed by Sir Andrew Stark, former British Ambassador to Denmark, to raise the cash and obvious names like Carlsberg, SAS, Finn Air, Staroil (the Norwegian state oil company) and more rolled round, supplying, on top of cash, facilities like air tickets, hotel accommodation and the paper to print the brochure.

Eso is a happy sponsor at the National Gallery. It was so pleased with the response to its *Art in the Making* series of exhibitions that it has signed up for a successor programme, *Making and Meaning*, which puts major NG works in context. The first show is devoted to the recently restored Wilton Triptych, and takes place next autumn. Then comes Michelangelo. Each will cost Eso around £100,000.

The National Gallery has a new head of development in Bettina von Hase. She inherited the Munch exhibition, which opens next week thanks to £250,000 from Norsk Hydro, but is seeking a backer with £200,000 to support a show planned for April of paintings from the temporarily closed art gallery in Lille. Also in the line is the decorous search for a new head of development in Bettina von Hase. She inherited the Munch exhibition, which opens next week thanks to £250,000 from Norsk Hydro, but is seeking a backer with £200,000 to support a show planned for April of paintings from the temporarily closed art gallery in Lille. Also in the line is the decorous search for a new head of development in Bettina von Hase. She inherited the Munch exhibition, which opens next week thanks to £250,000 from Norsk Hydro, but is seeking a backer with £200,000 to support a show planned for April of paintings from the temporarily closed art gallery in Lille. 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FINANCIAL TIMES

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Monday November 2 1992

A vote for Europe

MEMBERS OF parliament from all of Britain's political parties should vote for the government at the end of Wednesday's debate on the Maastricht treaty.

The motion before the House sets out what has happened to date in Parliament's consideration of the bill to ratify the treaty and proposes to continue that process. But the emollient phraseology cannot disguise the primary purpose of the debate. This is to establish, once again, that there is a majority in the British parliament for proceeding in good faith with arrangements made after difficult negotiations with the other 11 members of the European Community.

Those who propose to vote against must disagree with this. The Labour party, which has worked itself into a lather of unrealistic expectations of a fruitful alliance between itself and Tory Europhobes, maintains that the time to proceed is not now. Discuss ratification after Christmas, says Labour, or after the Danish question has been finally resolved. When that sophistry is exposed, Labour apologists, some of them rather shamefaced, bubble on about how it is their duty to vote against the government on what they insist is patently a vote of confidence. If that is so, why not put down a confidence motion? The opposition has the right to do that, but Mr John Smith, the Labour leader, knows that it would be blown out of the water.

Playing games

The truth is that the party is allowing itself to be diverted by the sight of a government in disarray. If it is to have the slightest hope of forming an administration once again it should be fixing its sights on 1996-97, when it will fight another general election. It should be showing that it has learned the lessons of its defeat in April.

Whatever the opinion polls say now, they are irrelevant to the next big contest. The outcome of that will in large part depend upon whether Labour, which has proved to be unelectable four times running, has by then shown itself to be trustworthy. In playing games with Wednesday's vote, Mr

Smith is indicating a willingness to abandon his own long-held European convictions. Has he forgotten the damage done to his predecessor by a reputation for U-turns on matters of deep principle? Distracted by the passing show, Mr Smith is revealing a lack of confidence that his own party can indeed be led towards reform and unity.

No alternative

His allies on the Conservative benches stand for everything the Labour party says it does not. Some are English nationalists, tending, in some cases, to xenophobia. Some are unreconciled Thatcherites, unable to forgive Mr John Major for not being the clone of the former prime minister that they thought he was when they voted for him in November 1990. Others are merely disgruntled ex-office holders.

What they have in common is an inability to answer the simple question - "If not Maastricht, if not Europe, what then?" Acolytes of a lady whose proud motto was that there is no alternative, they now have no alternative to offer.

Mr Paddy Ashdown will ask his Liberal Democrats to support the motion, even at the cost of Labour taunts that he is keeping the government in office. That is not what he is doing: the Conservatives would not abdicate if Maastricht was supported. Mr Ashdown is simply sticking to principle and emerging with more credit than the leaders of either of the larger parties.

If Britain allows itself again to be exposed as half-hearted about the Community or even, as some Eurosceptics fantasise, as the principled wreck of a treaty too far, defeat for the government on Wednesday will be a stunning setback in the country's tortuous progress in coming to terms with its viable place in the world.

At odds with its EC partners, Britain will pay dearly in lost inward investment, long-term economic growth foregone, higher unemployment and a place in the councils of Europe denied. Those who resist a positive vote on Wednesday are declaring their willingness to pay this price.

Danish demands

MEANWHILE, DENMARK. Mr Jacques Delors, president of the European Commission, may be correct in his belief that the terms of the Danish demands would involve a renegotiation of the treaty, which the 12 have already ruled out as a matter of principle. But it was not prudent of him to say so in the way he did last week.

On commonsense grounds, a compromise ought to be possible. Cumulatively, the Danish demands undoubtedly represent a pretty comprehensive rejection of the Maastricht vision of greater unity at the political and economic level. But in detail each item on the Danish list can be dealt with. Indeed, most of them seem based on a misapprehension of what the treaty could require of Denmark. There is no provision for a compulsory common defence policy, and no chance that such a policy could be imposed. Danish anxieties that the Community could encroach on national sovereignty in the fields of citizenship and law enforcement are equally overdone.

The most substantial demand is for a strengthened opt-out from the plan for a single currency. Yet Denmark already has a protocol in the treaty allowing it to secure exemption from monetary union, so an expansion of this let-out would not be a major departure of principle.

The most difficult feature of the Danish package is not so much these issues themselves as the form in which they have been wrapped.

If the Danish government continues to insist upon an instrument which is legally binding and therefore involving directly or indirectly an effective modification of the treaty and therefore a new round of ratifications, the other member states will be right to resist.

It may yet be that, faced with a treaty ratified by 11 members, the Danes will be willing to settle for the kind of declaratory interpretation the 11 would certainly be willing to sign. What seems beyond doubt is that an accommodation will require negotiation and compromise at the political level. This is not a task at this stage in which Mr Delors can play a leading role.

One-stop advice

SUPPORT FOR business in Britain is fragmented, underfunded and of variable quality. Smaller companies, in particular, often do not know where to go for advice or help with raising finance.

Mr Michael Heseltine thinks he has the answer. His officials at the Department of Trade and Industry are working on plans to establish a nationwide network of 200 "one-stop shops", advice centres which would bring together various sources of business support.

The Training and Enterprise Councils (TECs) are to be asked to co-ordinate local partnerships to bid for the franchise to run the centres, which would combine the efforts of chambers of commerce, enterprise agencies, local authorities and others on a single site primarily to assist smaller, established businesses. The centres are intended to provide a level of service which matches that provided by the continental European chambers of commerce but without the obligation for all local businesses to register or become members.

In principle the plan is to be welcomed, but a number of issues

need to be tackled if the venture is to succeed. Most obviously, the funding for the new network will have to be right, since the rise in unemployment and related training is already placing a heavy burden on the TECs' budgets.

Care is also needed to define the role of the institutions involved. Some TECs are already directly providing business services in competition with existing business support organisations instead of concentrating on co-ordinating the delivery of services by others. The relationships between TECs and other agencies is uneasy in many areas as a result.

Meanwhile, the chambers are halfway through a revamp of their own network with a programme from which the DTI appears to have borrowed generously. The chambers were wrong-footed by the creation of the TECs and they seem to have been caught again by the latest proposals.

A careful, sustained effort by government to co-ordinate the efforts of these agencies is badly needed. A superficial and poorly funded exercise, strong on publicity, weak on organisation, would do a great deal of harm.

his "deeply weird" election year, as President George Bush never stops calling it, has come down to this final irony. The selection of the man to lead the most mobile and changing society the industrialised world has yet produced will probably be determined in the oldest and most stolid parts of the nation, that swathe of yesterday's industrial heartland that stretches from the awful refineries of New Jersey to the ethnic beer halls of Milwaukee, with a few excursions to the even more ancient colonial south.

This weekend, the voters of about a dozen "battleground" states will have digested all they have learned this year about Mr Bush, Governor Bill Clinton of Arkansas, and Mr Ross Perot, a billionaire from Texas. It is now probably too late for 11th-hour smoking guns, bimboes and October surprises, unless the unpredictable Mr Perot endorses one of the other two.

There will be no more economic statistics to muddy the waters. It has all come down to final frantic efforts in non-stop six-state-day tours by Messrs Bush and Clinton, the occasional foray in the flesh by Mr Perot, and a barrage of commercial advertising by all three to wind up the most expensive election there ever has been.

All that is now left before tomorrow are the final polls and a lot of questions. Here are some of the more important:

● Can Bush win? The answer is yes, but luck will be needed. Though he has narrowed his deficit in the national polls with Mr Clinton, he has not risen much above 35 per cent in any of them.

The lowest winning percentages of the popular vote this century have been Woodrow Wilson's 41.54 in 1912 and Richard Nixon's 43.42 in 1968, which indicates Mr Bush still has a way to go. But both those contests featured strong third-party candidates, a role Mr Perot, vaingloriously, unwittingly and unwillingly, may yet play by spoiling Mr Clinton's exclusive opposition patch.

● But can Bush win the electoral college? This is where everything must go right for Mr Bush, because the president starts with huge debts. He has already conceded California, New York and Illinois, the first, second- and sixth-largest states, together worth 109 of the 270 college votes needed to win. He has visited none of them for weeks and his campaign is paying for no prominent media advertising in California and New York and only radio spots in Illinois. In 1988, he took California and Illinois and cannot be unconscious of history which says that no Republican this century has taken the White House without carrying California.

In 1988, Mr Michael Dukakis won 11 states, including New York and the District of Columbia. This year they are worth, excluding New York, 71 votes. None looks even remotely likely for Mr Clinton, though Mr Bush chose Wisconsin for a Saturday train tour. It must be assumed the Democratic candidate will carry Arkansas, his state, and Tennessee, Senator Gore's, worth another 17 votes.

By a conservative calculation, therefore, Mr Bush is up against an opponent with 138 electors virtually in the bank, more than double Mr Dukakis's total, nearly five times what President Carter got in 1980, more even than Hubert Humphrey in 1968, who lost by only 500,000 popular votes.

This is not, by itself, an insuperable handicap for a man who four years ago swept the south, cleaned up in all the big states except New York and ruled supreme elsewhere except some north-eastern states, the Pacific north-west and Hawaii.

The problem this year is that Mr Clinton, a southerner, is very competitive in his own backyard, especially in bigger states such as North Carolina, Georgia and Louisiana, with their 36 electors, not to mention Florida and Texas, the third- and fourth-largest states worth 57 votes.

● What is the Bush strategy then? His campaign claims, without being specific beyond the questionable inclusion of Texas and Florida, that he leads in 14 or 15 states with about 140 electors and is "competitive" in a like number. By this, Mr Fred Steeper, his pollster, means states in which he now trails by one to six points but which he would win in the event of a last-minute three- to four-point swing in his favour. He concedes there is no margin for error.

If Indiana, Vice-President Dan Quayle's home and the first state to report on Tuesday, looks sick, "we can roll up the rug", though Connecticut and New Jersey will be the best early tests. In the final days, Mr Bush is spending all his time in the industrial heartland, before going home to Texas, and is deploying former President Reagan in the south.

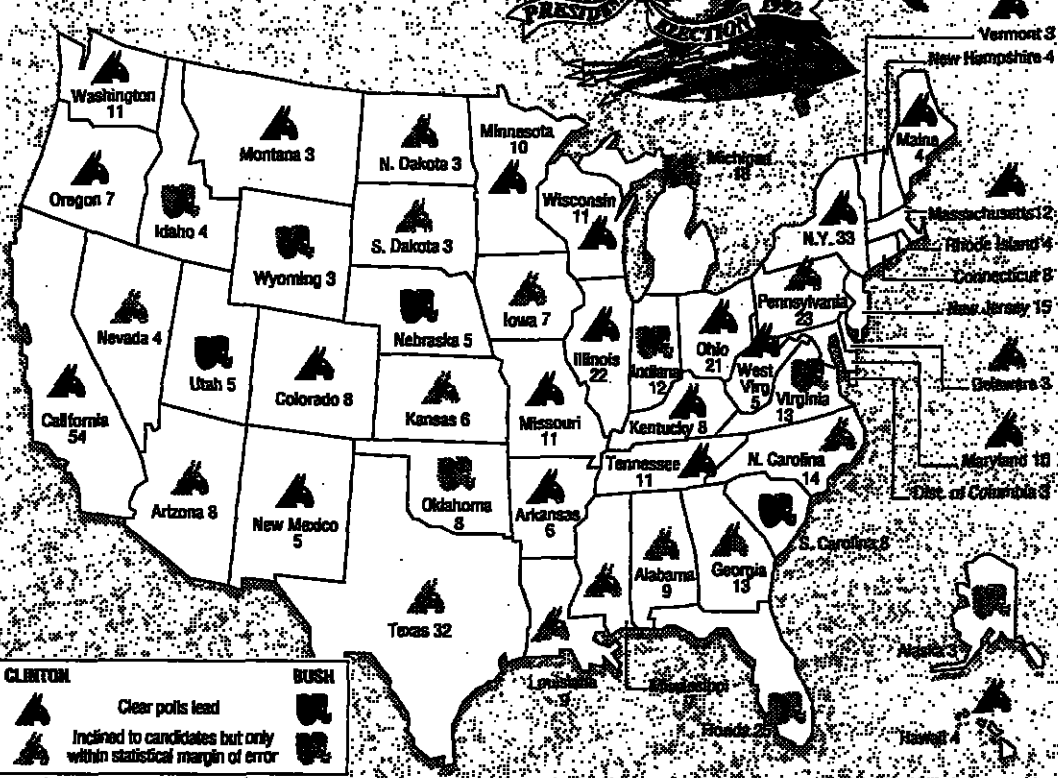
● Can Clinton lose? Again the answer is certainly yes.

The US election will be decided in about a dozen states, writes Jurek Martin

Last clash in a war of weirdness

US election: how the states are leaning

Source: "The Hill", the newspaper of American Political Washington



● If Mr Bush's hopeful scenario comes true and if Mr Clinton suffers some unexpected setbacks. There is another factor. His whole election strategy was predicated first on breaking the Republican monopoly on the south and its borders. Of the six elections held after the impact of the 1964 Civil Rights Act was fully digested, the only Democratic victory was achieved, in 1976, with a southerner on the ticket. Put another way, the Republicans gained an inherent advantage in the south which meant that any Democrat needed to carry about two-thirds of the remaining states to have a chance of victory. If Mr Clinton does not make his southern breakthrough, the old electoral mathematics prevail.

In any event, the industrial heartland battleground is crucial. This is a part of the country which has increasingly split its preferences, voting for Republican presidents and state governors and Democratic senators and congressmen. Even in 1976, Jimmy Carter eked out only narrow victories in Pennsylvania, Ohio and Wisconsin, losing elsewhere. Mr Bush took them all except Wisconsin four years ago, though he trails in most of them today.

● How will Perot do and whom will he hurt most? There is no clear answer to either question, except that he will not win the presidency and will not, barring a miracle, force the election into the next House of Representatives.

Nobody before has tried to buy an election outright. John Connally's attempt in the Republican primaries of 1976, where he spent the odd million to win one convention delegate, does not compare with Mr Perot's personal outlays of well over \$60m, almost all of it on television advertising, more even than the other two.

Independent or third-party candidates invariably flourish, flatten and wither. Mr Perot's "second coming" in the last month of the campaign may conform to this pattern but it would require a big survival now for him to fall back to single-digit irrelevance. His support is drawn heavily from those previously outside the political process. If they sense he cannot win, they may stay at home as usual.

Most of them seem more conservative. Admiral Stockdale, his nominal running mate, and Orson Swindle, his campaign director, are far more critical of Mr Clinton than Mr Bush, but Mr Perot's particular venom is more directed at the president.

The only half-safe rule of thumb, borne out by the latest polls, is that the better Mr Perot does, the more he hurts Mr Clinton; the worse he does, the more he hurts Mr Bush. At any level, he may spell the difference in Texas and Florida, which would hurt Mr Bush, and in Michigan and Ohio, which would more damage Mr Clinton. He will do best in the south-western and mountain states, until now solid Republican territory.

There are no safe bets in this game. The spread remains where it has been for some time - between a comfortable Clinton victory and a narrow Bush one. Either is possible and so is something in between, and there are a lot of race-tracks to visit from Michigan to Florida.

Samuel Brittan

Not accountable yet



Norman Lamont's Mansion House speech was a masterly document that was not new material was logically, Clinton, though Mr Bush chose Wisconsin for a Saturday train tour. It must be assumed the Democratic candidate will carry Arkansas, his state, and Tennessee, Senator Gore's, worth another 17 votes.

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FINANCIAL TIMES

BT

هذه الصورة

The costly image in the corner of the office

Michael Cassell explains how the photocopier can become a source of losses for some British companies

It can come as a shock when the company secretary learns that the photocopier in the corner is costing more to run than the managing director's Jaguar.

But the modest piece of machinery, churning out images with the help of a photo-sensitive drum, has reproduced a financial nightmare for many British companies.

For some small businesses, its installation has proved ruinously expensive and led to bankruptcy. Mrs Ann Orchardson shut her office services business in Glasgow after succumbing to the "sharp practice" of a copier salesman.

Other, larger organisations have made lengthy and costly efforts to have their machines removed. One London company has been confronted with a demand for nearly £500,000 after trying to hand back 30 machines. And Mr Paul Winner, head of a London public relations company, was told it would cost £125,000 to return two ageing photocopiers worth £7,000 each when new.

Chelmsa Football Club, Guinness, British Airways and several councils and health authorities are among those reported to have had complaints.

The Confederation of British Industry says hundreds of companies and organisations have been caught out by the photocopier "scam". The problem lies not with the machines themselves but with the "copy plan" agreements. These entangle the capital cost of financing the equipment with its running costs, to give a charge for each copy run off the machine. Customers are freed from the business of choosing, operating and buying machines by signing a contract for a specified number of photocopies each month at a negotiated price per copy.

Mr Alan Kay, a Worcester-based accountant, rue the day his practice signed a copy plan: "The scheme is a licence to rip off businesses. A deal which is sold in terms of pennies and invariably signed by someone with little authority can end up costing a fortune."

But the formula has proved attractive. Estimates suggest that there are up to 250,000 copy plan agreements in force in the UK, representing a £1bn-plus market which has been growing rapidly.

Copy plans have been welcomed as a marketing ploy by some photocopier manufacturers, dealers and leasing companies which finance the packages. Some leasing companies are owned by large financial institutions. Their package, however, has not prevented claims that some of their activities are anti-competitive and



highly questionable. One regional fraud squad, along with the Inland Revenue, has been examining the activities of one large leasing subsidiary. Following an investigation last year by the Office of Fair Trading into the selling practices of one photocopier distributor, the industry was thought to have cleaned up its act.

But a renewed wave of protests from customers suggests that widespread abuses remain. The Department of Trade and Industry will shortly raise the issue with the OFT. Customers complain that copy plan contracts involve the ultimate in "small print" deception, concealing exorbitantly expensive obligations

says new forms of contract now in use mean the problem has largely been overcome.

In January, the association issued guidance notes for members to ensure leasing documentation is clear and concise, along with advice for customers. It also says leasing deals should not extend beyond the reasonable working life of the equipment.

Mr Neil Grant, director of the association, says it has received no complaints since the new guidance notes were issued, and stresses that any companies breaking the code will have membership withdrawn.

"There are 400,000 copier agreements in existence and

and no longer hold any nasty surprises. SBG, however, still expects its customers to sign up for nine years.

Mr David McErlain, SBG managing director, claims misrepresentation and even fraud are still rife among some copy plan companies. "The problem continues. Even if contracts are clearer, a lot is down to the tactics of the salesman. The OFT has an awesome weapon at its disposal, the removal of consumer credit licences. It must use it for the sake of the whole industry."

Mr Marcus Anson, a director of UTAX (UK), which imports photocopier machines, says copy plans continue to damage the copier industry and should be strictly controlled. "Copy plans remain an easy route to an awful lot of money for the finance companies involved. The clandestine nature of these contracts makes it ridiculous to claim correct employment."

Growing unease about bad publicity has led Canon, the Japanese manufacturer, to endorse copy plan contracts which it regards as fair. Rank Xerox has just launched an improved code of conduct which it hopes other equipment suppliers will emulate.

Pressure is also mounting for changes in the law to eradicate the copy plan problem. The Campaign to Clean Up Copier Contracts is working with the Association of Electronics, Telecommunications and Business Equipment Industries on a code of good practice.

It also wants ministers to extend to companies and other organisations the same level of protection available to private individuals under the Consumer Credit Act. This would include a two-week "cooling-off" period.

Critics of copy plan schemes emphasise that victims of unfair agreements should not assume they are helpless. There is evidence that, when faced with the threat of litigation, some suppliers walk away, even deserting their equipment.

According to Mr Neil Aitken, a partner with McKenna, the solicitors, customers must take advice on the terms of their contracts before giving in to a copy company's demands. He says that grounds for challenging copy company claims can include misrepresentation and defences under the Unfair Contract Terms Act.

Some leasing companies appear reluctant to pursue a contract claim through to judgment, however. "They might win, their reputation could be damaged. Further blots on the copier business would not be welcome."

When faced with the threat of litigation, some suppliers walk away, even deserting their equipment

In the guise of flexible business agreements. Among the most recent criticisms are:

- contracts which run for seven or even nine years, several times longer than the average life of the equipment;
- a hidden annual increase in copy costs;
- any variations in the agreement can mean a completely new contract, of which the customer is often unaware;
- the cost of settling old agreements is added to the undisclosed capital value of new equipment;
- the total cost of a contract is not disclosed.

The Finance & Leasing Association claims most current complaints are the legacy of old, unsatisfactory contracts. It

the rate of complaints involving copy plans has been around 1 per cent. There will always be sharks out there. Customers must be sure they are fully aware of what they are signing.

The association, however, represents about 80 per cent of the finance and leasing sector, and some of the biggest operators in the photocopier market are not members. One is Southern Business Group, the photocopier supplier which, unlike most of its competitors, provides equipment and necessary finance. The company has come under criticism in the past for some of its contractual practices, but now offers copy plan contracts which it says are retrospective

OBSERVER

Personality change

■ UK psychiatrists might do well to gear up for an influx of custom from the National Westminster Bank.

Since NatWest Markets was set up earlier this year, from elements including the Blue Arrow bedevilled County NatWest investment bank, there have been promises of a new corporate identity to which staff are being introduced this morning.

It turns out that the specialist consultants hired for the job trawled through every name that has been part of the bank's history in the past 300 years, then decided the outfit should go on being called NatWest Markets.

But at least they've come up with a new logo: the monogram NWM against a dark blue (yes, blue) background. The reason they didn't just settle for sharing the NatWest Bank emblem is officially that the aim of the exercise is to distinguish NWM's institutional client service from the high-street banking operation. So don't go thinking that those prominent arrow-heads in the clearer's logo have anything to do with it.

How do the staff feel about the "contemporary and self-confident solution"?

Straight-talking Martin Owen, who took over as the new outfit's chief executive in June, confesses: "NatWest Markets is not a name I would have wanted. I would have preferred something more descriptive of what we do - 'Markets' smacks of traders."

Oh dear. Still, that perhaps explains why the identity is to undergo further "reinforcing" by such means as sticking "corporate and investment banking"

under the NWM monogram. And for anyone who doesn't find that confusing enough in itself, the sad news is that worse confusion underlies it.

For example, the County NatWest name has not disappeared entirely. It is to be retained for investment management operations and walk for it - the corporate finance department.

The consultants found that while NatWest staff as well as the media were cynical about the County tag in the wake of Blue Arrow, the clients were happy with it. "That surprised us as well," says Owen.

Stone-thrown

■ As perhaps befits a trustee of the Thatcher foundation, media don Norman Stone was in robust form during his London lecture on the Balkan crisis and the protection of minorities.

Arriving 40 minutes late, the Oxford professor of modern history began by explaining he did not believe in minority rights. As a Scot, he had prospered in England with "no rights whatsoever".

He then proceeded to advocate "the Balkanisation of everybody", suggesting en passant that Serbo-Croat was "an invented language, slightly less authentic than Hebrew".

The Serbian problem, he went on, could be quickly solved "if we recognised evil when we saw it and dropped a bomb on it". He concluded that Germany should be urged to undertake this task since no other power was sufficiently interested.

All of which somewhat threw his audience at the Institute of Jewish Affairs, which had arranged the event. "I feel sorry for his students, they must be so confused," was the kindest comment overheard as the listeners



many of them old enough to remember the second world war, went incredulously away.

Power player

■ When it comes to finding new jobs, Maurice Strong seems to be something of a maverick. The energetic Canadian who struggled to give focus to the over-ambitious Earth Summit in Rio last June is now returning home to take the reins of Ontario Hydro, one of North America's biggest (and most troubled) power utilities.

His 20-year involvement with international environmental issues contrasts with a chequered career in Canada. In the 1970s, he was close to ex-premier Pierre Trudeau who made him the first chairman of the national energy company, Petro-Canada. But a bid to enter national politics was aborted after one of Strong's outside businesses ran into trouble.

His versatile experience should have forewarned him for the turbulence on Ontario Hydro. The government-owned utility, one of North America's

heaviest offshore borrowers, has been stretched to the limit by cost overruns and technical problems at its nuclear power stations. Its electricity rates have been pushed up by almost 30 per cent in the past two years.

There's not much doubt which way Strong will be leaning when he has to choose between the environment and the bottom line.

Odd angle

■ A catch question in future exams on the history of women's progress in the workplace might well be: Which European Community ministers signed the EC's recently adopted directive on pregnant workers?

The obvious answer, of course, is the social affairs ministers. In fact, the signing was done by their colleagues in charge of fisheries.

It emerges that agreement on the directive was reached only just before the deadline for signature a fortnight ago, and the social affairs ministers could not be mustered in time to save the day. If the fisheries ministers had not stepped into the breach, the directive would have been still born.

Take-away

■ Despite the trials and tribulations in their own domestic economy, Indians are not only riveted by the current chaos in Britain, but relishing it. Witness the Times of India's cartoon showing a civil servant giving a minister last-minute advice before he meets a visiting British mission.

"Remember not to ask for any help from this high-powered economic delegation from the UK, sir," says the bureaucrat. "It's here to seek aid from us."

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Decision on piggy-back freight ridiculous

From Mr Alan R. Titchener.

Sir, It is ridiculous that there will be no upgrading of rail lines to take "ro-ro" piggy-back lorries and freight from the continent on British tracks ("Rail switch for channel ruled out", October 28).

This association was instrumental some years ago in putting forward evidence to the government that it would be preferable to have a twin-bored tunnel link with a sufficient bore to take such freight transport - and that this would be better than the proposed BR "mouse-hole" with a single tunnel passenger train facility. This was in October 1980. Now, after 12 years, a main reason of the tunnel has been taken away at a stroke.

There are reasons why lorry drivers may prefer ferries - mainly because it provides a rest period on the tachograph. The knock-on effect, however, will be to restrict benefits of the tunnel being expanded to areas of the country away from the metropolis and from the south-east; particularly economic help to the north-east, north-west, Tyneside, etc. Apart from unnecessary delays in decisions and their implementation, this news must be the last straw for many businesses which will now either move to north-east France or not move to our development areas, as the case may be.

There are other reasons for transfer of freight to rail transport - particularly environmental ones such as preservation of fossil fuels.

The tunnel links in all forms have been subject to short-termism. We feel that the authorities should now look ahead over 20 and 30 years and more and look to a proper infrastructure. All this at a time when within two months the first train will be run through the tunnel.

Alan R. Titchener, chairman, Channel Tunnel Association, 44 Westbourne Terrace, Hyde Park, London W2 3UH

Bailing out mortgage holders short-sighted expediency

From A Doyle and M Turner.

Sir, One cannot help but agree with the general thrust of Samuel Brittan's argument (Economic Viewpoint, October 28) that the relative stances of monetary and fiscal policy in the UK need to be reversed. Cutting benefit payments amounts to a tax on the poor - undesirable at any stage, but especially so now.

New capital infrastructure such as the Jubilee Line extension is likely to be built at least partly with public funds at some stage anyway, so it seems eminently sensible to pay for it now at reduced prices rather than later when

capacity is stretched.

But to argue for the bailing out of mortgage holders through the nationalisation of the bad debts of the banks and building societies is to argue for nothing less than short-sighted expediency. Wiping away even part of the current housing-related bad debts of the banks and building societies would water down the prime factor likely to prevent a resumption of an uncontrollable housing boom, unlikely as this may seem in the current depressed climate. This is especially so since the UK is (happily) no longer within the constraints of the exchange rate

mechanism. Likewise for greater relief on mortgage interest for those with negative equity. This amounts only to a subsidy to property owners, the vast majority of whom could well do without any subsidy.

The direction of policy should rather be to remove this distortion altogether, although not until a resumption of growth allows the deflationary effects of such an abolition to be minimised.

A Doyle, M Turner, 20 Green Street, Sunbury-on-Thames, Middlesex TW16 6RN

Real interest

From J W Seabright.

Sir, On April 9 last year you published a letter from me alerting you to the "de-linking" by the clearing banks of loan rates from base rate which resulted in small businesses being asked to pay a real interest rate of 8.5 per cent over the then base rate of 12.5 per cent.

The situation has hardly improved: my bank (Lloyds) now quotes a monthly rate for small businesses of 1.17 per cent (APR 14.98 per cent) plus an arrangement fee of 1 per cent per annum - a total of nearly 6 per cent over base rate. It may not be usury but perhaps it explains why many small businesses are reluctant to invest or are even going to the wall?

J W Seabright, chairman, Teamband, Nettlebed, Henley-on-Thames

Not the Dan Quayle version of competitiveness

From Mr Albert R. Brashear.

Your story on George Fisher ("Voice of high-tech challenge", Monday Interview, October 26) identifies him with Vice-President Dan Quayle's Council on Competitiveness. Unfortunately, we in the US have competing competitiveness councils of the same name, so the error in the article is quite understandable.

Mr Fisher is actually chairman of the private-sector Council on Competitiveness, a non-profit, non-partisan organisation of chief executives from business, higher education and organised labour working to improve the ability of American companies and workers to compete internationally. The council focuses on competitiveness issues in areas such as science and technology, invest-

ment, international economics and trade, and human resources. Your article presents an excellent summary of the council's - and Mr Fisher's - position on these issues. Mr Quayle's council appears to be concerned primarily with the effects of government regulation. For further information, you might check with the vice-president.

We have also heard of a third organisation dedicated to the elimination of five-syllable words, but as far as we know, that group hasn't come up with a name.

Albert R. Brashear, vice-president and director, public relations and advertising, Motorola Inc, 1303 E Algonquin Road, Schaumburg, Illinois, US

No need for common environmental standards

From Prof Roland Vaubel.

Sir, With reference to your article, "Brussels' green sprouts" (October 21), it is not true that the single European market requires common environmental standards. It has been shown that the demand for environmental protection depends on income, the density of population and several other characteristics.

The member countries differ widely in these respects. Environmental standards ought to vary accordingly. This conclusion holds also for international spill-overs. Ideally, each country should apply its domestic environmental prices to pollution from abroad as well. The Community would merely supervise the measurement of, and payments for, interna-

tional pollution. International differences among environmental standards or prices do not distort trade. They are necessary to allow for differences in preferences and factor endowments. Harmonisation is the distortion. Roland Vaubel, Universität Mannheim, D-6800 Mannheim, Germany

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Ariane accuses US of unfair bias over satellite contracts

By Daniel Green

THE US government is putting unfair pressure on international satellite operators to place launch contracts with Russia and China, the chairman of Europe's ArianeSpace has claimed.

Mr Charles Bigot said Washington had "political reasons" for pressing Intelsat, the world's biggest independent operator of telecommunications satellites, to consider such launches. Intelsat is an international co-operative owned by 120 national telecommunications companies such as privatised British Telecom and state-owned France Telecom.

In an interview Mr Bigot identified two main benefits for the US

of encouraging the flow of contracts to China and Russia. The US wanted to improve political goodwill with these new business partners, and to dilute competition to its own satellite launch companies, he said.

In the last decade ArianeSpace has overtaken US rivals and now dominates the market.

Mr Bigot pointed to the US decision in September to allow the export of the first US-built Intelsat satellite to China for launch in 1995. This followed the US sale of F-16 fighter aircraft to Taiwan, to which China had objected. Washington controls where US-made satellites are launched through the granting of export licences.

Mr Bigot said Washington was using Comsat, the US official body with a 23 per cent stake in Intelsat, to press its case. Intelsat denied, however, that Comsat exerted undue pressure. "As an international organisation we have an obligation to consider international bids," it said.

Nevertheless, Comsat's legal staff acknowledged that the US State Department "regularly takes a note of Comsat's position to ensure it is not inconsistent with the US government's position."

Further international launch contracts, worth up to \$200m, are at stake over the next few weeks as the governing board of Intelsat meets in December and the board

of Inmarsat, a parallel body that operates satellites for mobile telecommunications, meets later this week.

China and Russia are challenging the established launch companies in the US as well as Europe's ArianeSpace, despite their absence of a track record in the commercial satellite business. For Russia, an Intelsat contract would mean its entry into the lucrative western commercial space market.

The row, which has been brewing for months, centres on the price of a launch. China and Russia charge about \$30m, compared with \$60m-\$100m for ArianeSpace or the US companies McDonnell-Douglas and General Dynamics.



Going, going, gone: an auctioneer confirms bids for one of the 60 used trucks which were sold off in Nizhny-Novgorod in a successful test run for the country's newly introduced privatisation vouchers

Truck sale ushers in voucher privatisations for Russians

By Leyla Boulton, recently in Nizhny-Novgorod

SIXTY battered trucks, parked around the Lenin statue in the Russian city of Nizhny-Novgorod, were sold off at the weekend in a successful test run for the country's controversial privatisation vouchers.

The theatrical flair of the bow-tied auctioneer in the city, Russia's third biggest and its unofficial laboratory for market reforms, made *privatisation*, usually a subject of fierce theoretical debates, an exciting reality for ordinary people.

The trucks were said to be surplus to the requirements of state-owned transport companies.

"Here is Russia," thundered Mr Sergei Maslov, pointing to the 500 participants, from struggling private farmers to smart new businessmen, as they raised their bidding cards at the start of Saturday's auction in a vast hall which once hosted provincial fairs in pre-revolutionary Russia.

The first Russian to spend a voucher was Mr Sergei Demyanov, a physicist turned businessman, who was so delighted that he said he did not care if his lorry failed to make it home. But Yuri, a car plant worker who wanted a truck to carry produce

to the market from his small plot of land, left in despair saying the prices were too high.

Ever since the government began distributing vouchers to Russia's 165m citizens a month ago, they have been selling on the unofficial secondary market for well below their face value of

Russia's true power broker Page 32

Rbs10,000 amid criticism that the whole scheme is above the heads of ordinary Russians. Successful bidders, however, were able to obtain big discounts by buying vouchers from poorer citizens for Rbs2,000 to Rbs3,000, or in some cases for just a bottle of vodka.

"It's a myth to say that the Russian people have no idea what to do with their vouchers," Mr Vladimir Shumelko, the deputy prime minister, told a news conference after the auction. "If somebody exchanges their voucher for a bottle of vodka, it's his problem but he's no citizen."

The auction, at which half the price of a truck could be paid for with vouchers and the rest with cash, and which will be followed by more lorry sales, also marked the launch of a model plan to

break up Russia's state-owned trucking monopoly.

Ranging from a brand-new Kamaz lorry that fetched Rbs1m to the cheapest, oldest vehicle which went for Rbs10,000, the trucks were described as excess capacity bled off from 42 local transport companies which are themselves due to be privatised.

The new trucking companies, once locked into one monopoly for the whole Nizhny-Novgorod region of 3.7m people, are to be allowed to set their own prices and compete with each other in a bid to improve the distribution of food and goods.

The only snag was that the government had initially planned to reserve the vouchers for the sale of shares in medium and large-scale enterprises. That this is a more difficult task was illustrated by the fact that the Nizhny-Novgorod authorities have yet to organise the sale of the trucking enterprises which purged with the trucks.

The obstacles facing privatisation in Russia were underlined by the fact that Saturday's auction was only possible through lobbying by Mr Boris Nemtsov, the region's dynamic governor, and the skills of the International Finance Corporation, the World Bank's investment arm.

Autonomy of City's regulatory bodies may be eroded

By Robert Peston

THE CITY of London's cherished principle of self-regulation - regulation by practitioners for practitioners - could be eroded, following a review of the power and methods of the Securities and Investments Board, the financial regulator.

Mr Andrew Large, SIB chairman, said that his investigation, commissioned by the Treasury, is far more wide-ranging than is widely believed. He said there would be a "clear shift to a less self-regulatory basis".

He added that he may ask the government for sweeping new powers to mount civil litigation against alleged City wrongdoers, along with the powers held by the US Securities and Exchange Commission.

Separately, Mr Large is examining whether it is appropriate for the stock exchange to retain its regulatory responsibilities, for listing shares and tracking suspected insider dealing, or whether these responsibilities should be transferred to the SIB.

Transferring these roles could both boost SIB's standing in the City and also allow the exchange to concentrate on its prime role of maintaining an efficient market. Mr Large stressed he was some way from making a recommendation on this question.

In July, Mr Norman Lamont, the Chancellor, asked Mr Large to undertake a review of how the SIB carries out its responsibilities under the Financial Services Act. The review was, in part, prompted by the failure of City regulators to prevent Mr Robert Maxwell from looting the pension funds of his companies, including Mirror Group Newspapers.

Mr Large, who plans to submit his report at the end of March, said he was "concerned that the enforcement procedures are too complex and fragmented and that punishments have not been enough".

He believes the self-regulatory organisations, which have direct responsibility below the SIB for supervising securities and investment firms, should levy bigger fines on firms which break City rules. But he is concerned that prosecuting alleged frauds through the courts is slow and the outcome uncertain even when prosecutors' case is strong.

He said that in cases of market manipulation - either insider dealing or other unfair methods of profiting from share price movements - the SIB should perhaps have powers to mount civil prosecutions. Market manipulation and insider trading are criminal offences, but the burden of proof required for a successful prosecution in a civil case is far less than in a criminal case.

Mr Large hopes to make the SIB and the SROs more aggressive in monitoring of financial firms and the pursuit of fraud. *Interviews with Andrew Large, SIB chairman, and Richard Bredon, SEC chairman, will appear tomorrow*

SIB rethink, Page 8

THE LEX COLUMN

Polling stations

With the outcome of the US presidential election so uncertain, many investors have withdrawn to the sidelines. But some trends seem clear, whoever wins tomorrow. The German and Japanese economies continue to slow, so lower interest rates in the two other large economies are only a matter of time. That should help bolster the dollar, even if the Federal Reserve decides to cut interest rates another notch. Oddly enough, with Bill Clinton seen as the candidate more likely to produce growth, and ultimately higher short-term interest rates, the dollar may rally more strongly on a Democratic victory than a Republican one.

Bond market reactions are likely to diverge more sharply. In recent weeks long yields have moved up from 7 per cent to more than 7.5 per cent in anticipation of the spending plans of a victorious President Clinton proving more concrete than his revenue-raising measures. On current projections, Mr Clinton's strategy might increase the budget deficit from about \$300bn to \$500bn: as a result long bond yields could rise by a further 0.5 to 0.75 per cent. However, it is always possible that the extra spending could boost growth, and thus government revenues, more than expected. If the market took that view, bond yields might stay under 8 per cent. Should the unexpected happen and President Bush get back, long rates might edge back towards 7 per cent.

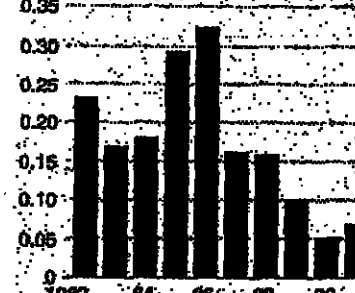
As with the dollar, US equities may rally on either outcome if for no other reason than prospects are poor elsewhere. International funds may be attracted by relatively high economic growth of 2 to 3 per cent in 1993. But the performance of stock market sectors is likely to vary. Pharmaceutical profits are a well-known Clinton target and prices may already have overreacted. But capital goods and construction companies would benefit from increased infrastructure spending and capital goods tax allowances. Cyclical stocks would stand to gain from higher growth. It seems clear that with consumers still heavily indebted, capital investment will have to provide a large part of any initial US recovery. A Bush victory would be less likely to produce that.

European equities

Investment strategies based on convergence of European bond yields have been a well-trodden path for the past five years. But equity markets have been staging a quiet convergence

European equity markets

Correlation of price performance



Source: J.P. Morgan

of their own. As the chart shows, European equities have been moving in closer step since 1986. As with bond markets, though, the question must now be whether closer correlation can survive the threat of recession and strains within the exchange rate mechanism.

For stock markets whose currencies are out of the ERM, greater unison seems a distant prospect. The FTSE has outperformed the German market by 15 per cent since sterling started floating freely again. Even within the core of European countries still linked to the D-Mark, though, recession is likely to result in a wider divergence in equity performance. For one thing, governments will be seeking greater flexibility in fiscal policy. With the future of the treaty already in doubt, the Maastricht criteria on government borrowing will hardly be at the front of finance ministers' minds. That said, so long as interest rates in the core ERM countries are effectively set by the Bundesbank, bond yields should remain close to those of Germany. To the extent that bond yields influence equity yields, equity markets will find it hard to plough their own furrow for long.

If the core European equity markets do continue to march in step, investors merely need to keep an eye on those getting ahead or falling behind. A simple extension of convergence argument is that equity investors should behave more like bond market investors - trading on the basis of the relative valuations just as bond investors trade yield differentials. Traditional research-led investors will doubtless see this as a heresy. But if the differences between countries and currencies have become less important they can always spend more time looking at the differences between

stock market sectors and specific stocks.

Tomkins/RHM

Personalities apart, it is the two very distinct views of UK milling and baking which makes the tussle for Ranks Hovis MacDougall (RHM) so absorbing. On one side are those who claim the industry is stuck in a long-term decline, plagued by complex structural problems and the fast-changing patterns of retailing and distribution. On the other side are those who say the sector is approaching the low point in the cycle, that shorn of a bit more capacity it can still deliver respectable, if not wildly attractive returns.

Hanson and Tomkins, whose bids were both made with the retention of RHM's core activities in mind, naturally incline to the latter thesis. Back-of-the-envelope calculations, though, suggest Hanson's 230p per share cash offer - assuming he recouls most of the money by selling RHM's brands - would have allowed him to acquire the milling and baking for a song. By contrast, Tomkins' offer of 270p (including a 10p dividend) appears to leave little margin for error if anything goes wrong.

Certainly the idea that there is huge overcapacity in UK milling is an old story. RHM has already done much to redress the balance itself, and is an efficient player. But the fact remains that flour is a commodity product, subject to external variables like the size and quality of the harvest. That said, baking is indeed the trickier problem. At the moment RHM appears caught between low-cost independent bread producers on the one hand, and market leader Associated British Foods on the other. Given that ABF is run more like a private than a public company - and has cash flow from sugar coming out of its ears - there seems little reason to suppose it will suddenly abandon its aggressive pricing policy. Tomkins ought to be able to make large acquisition provisions if it chooses, but will be unable to protect earnings per share indefinitely.

The City may not worry so much about Tomkins' claim that its expertise in millers and push bikes will help revive RHM's food brands. There will presumably be willing buyers on hand. But savings at the Windsor head office apart, investors are likely to require more persuading that RHM will respond to the conglomerate treatment.

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BA and USAir warning

Continued from Page 1

purchasing policy after the UK airline placed a \$3bn order with Boeing for new Boeing 777 wide-body aircraft instead of Airbus A330-300s. BA also chose US General Electric engines to power its 777s rather than UK Rolls-Royce engines.

After losing the BA order, Mr Pierson banned all Airbus staff from flying on BA aircraft.

Although no decision has been taken, a US rejection of the USAir deal could lead BA to reconsider its aircraft purchasing policy in favour of Airbus. Relations between the UK airline and Airbus also appear to be improving following a recent meeting

between Sir Colin Marshall, BA's chief executive, and Mr Pierson.

A decision by BA and USAir to switch their allegiances would be all the more significant because of the depressed state of the civil aircraft market. Mr Schofield said the biggest three US carriers, United Airlines, American Airlines and Delta Air Lines, which have all lobbied furiously against the BA-USAir deal, have bought Airbus equipment.

Sir Colin, in Montreal for the International Air Transport Association annual meeting, warned yesterday that if the USAir deal was not approved "the US administration will have destroyed all momentum towards liberalisation on the north Atlantic".

Major's test

Continued from Page 1

Mr Major and Mr Douglas Hurd, the foreign secretary, yesterday as both attempted to stress the importance of ratification of the treaty for the economy.

In an article in *The News of the World*, the prime minister claimed that Community membership had brought "a tidal wave of job creating foreign investment", adding that it would be a disastrous mistake for Britain to walk away from it.

Leading Tory Euro-sceptics, however, expressed confidence that there was no erosion of their support, despite Mr Major's well-received speech to backbenchers in the Commons last week.

World Weather		°C		°F		°C		°F		°C		°F	
		Bombay	C 25	74	Frankfurt	C 12	54	Majorca	F 16	61	Osaka	S 13	55
		Buenos Aires	C 15	59	Glasgow	C 10	48	Malaga	F 17	63	Seville	R 3	37
		Calcutta	C 25	77	Hong Kong	C 27	81	Manila	F 25	77	Shanghai	F 2	33
		Cairo	C 25	77	London	C 10	50	Moscow	F 16	61	Qingdao	F 3	38
		Cape Town	C 25	77	Los Angeles	C 18	64	Medan	C 23	73	Raykjavik	C 3	37
		Chennai	C 25	77	Mexico City	C 18	64	Montevideo	C 13	55	Rhodes	C 28	82
		Cebu	C 25	77	New Delhi	C 18	64	Moscow	C 10	50	Sao Paulo	C 18	64
		Dhaka	C 25	77	Qatar	C 25	77	Nairobi	C 18	64	Singapore	C 25	77
		Dublin	C 10	50	Rangoon	C 25	77	Rangoon	C 25	77	Singapore	C 25	77
		Hankow	C 25	77	San Francisco	C 13	55	Sao Paulo	C 18	64	Singapore	C 25	77
		Hong Kong	C 27	81	Seoul	C 10	50	Sao Paulo	C 18	64	Singapore	C 25	77
		Imbabura	C 10	50	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Jakarta	C 25	77	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Johannesburg	C 18	64	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Kuala Lumpur	C 25	77	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Las Vegas	C 18	64	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		London	C 10	50	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Los Angeles	C 18	64	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Lyons	C 10	50	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Madrid	C 10	50	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Manila	C 25	77	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Mexico City	C 18	64	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Moscow	C 10	50	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Mumbai	C 25	77	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Montevideo	C 13	55	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Moscow	C 10	50	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Mumbai	C 25	77	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
		Montevideo	C 13	55	Singapore	C 25	77	Sao Paulo	C 18	64	Singapore	C 25	77
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INSIDE London's leading role challenged

Competition to London's investment banking industry is coming increasingly from Continental Europe rather than from North America and Japan, and London's role as an international banking centre may be challenged, according to a study from Price Waterhouse Management Consultants. Page 18

US investor confusion

US bond investors have been behaving in a most contrary fashion over the past few days. This is as much a reflection of confusion over the likely outcome of tomorrow's presidential election, than it is the result of a clear-eyed investment strategy. Page 20

Sweden tackles bank crisis

Sweden will this week announce plans to set up a special authority to tackle the crisis in the country's banking sector. The move is part of a package of measures designed to shore up the battered financial system and strengthen foreign confidence in it. It follows concern that credit losses for Sweden's banks could reach SKr100bn (\$17.7bn) over the next few years. Page 19

Rate hopes cut German yields

Optimism that the Bundesbank will sooner or later cut interest rates substantially, combined with the safe-haven status of the D-Mark amid September's currency turmoil, explains why over the past two months bond yields have fallen sharply. Page 20

Anthony Harris bids farewell

According to the experts, forest fires do for trees very much what competition is supposed to do for industries: they clear away choked old growth so that new plants can reach the sunlight. The financial Big Bang was supposed to perform a similar brush-clearing service for the capital markets. It certainly wiped out the old City of London. In its place we have a mess, writes Anthony Harris in his farewell column. Page 21

Nikon profits fall 82%

Nikon, the leading Japanese camera and precision equipment manufacturer, reported an operating loss of ¥248bn (\$2bn) for the first six months to September against a profit of ¥5.39bn a year ago. The group blamed a steep fall in sales of semiconductor manufacturing equipment. Pre-tax profits fell 81.9 per cent to ¥1bn while turnover fell 14.7 per cent to ¥104,273bn. Page 19

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First City's main subsidiaries insolvent ■ \$500m rescue for depositors US regulators close big Texas bank

By Patrick Harverson
in New York

FIRST City Bancorporation of Houston, one of the largest banks in Texas, has been closed down by US regulatory authorities because two of its main subsidiaries are insolvent.

At the same time the regulators have put up \$500m to protect depositors. This bailout of First City, with assets of \$5.8bn and 900,000 customer accounts in its 20 banks, is one of the costliest ever, and the second time regula-

tors have had to come to the aid of the troubled bank. Closure of a leading Texas bank comes at a politically sensitive time for President George Bush, who has strong ties to the state. Texas-based billionaire Mr Ross Perot, the independent challenger in tomorrow's presidential election, has criticised the administration for its stewardship of the country's banking system.

In 1989, the Federal Deposit Insurance Corporation (FDIC) spent more than \$90m trying to shore up First City. The slump in

the local property market and mounting problem foreign loans meant the plan, masterminded by Mr Robert Abbott, former chairman of the First City group, was inadequate. First City of Houston had only \$15m in capital, but needed to make substantial provisions for its reserves to cover potential loan losses.

After deciding to close First City, the FDIC established "bridge banks" to assume deposits, and other assets and liabilities of the group. Full protection will be given to the 16 subsid-

aries that had adequate capital, but customers with deposits of more than \$100,000 at the four insolvent banks in Houston, Dallas, Austin and San Antonio are expected to face losses.

Regulators will now try to find buyers for some or all of the 20 banks in the group. Industry observers say Chemical Banking Corporation, which already owns a large Texas bank, may acquire part or all of First City.

The closing of First City means regulators have closed 104 banks with assets of \$36.6bn this year.

Fokker finds a way to flex its wings

In 1917, the Red Baron, the German World War I flying ace, turned to Anthony Fokker of the Netherlands when he needed quick, flexible flying machines to outmanoeuvre and ultimately shoot down his larger opponents.

Now, 75 years later, the German aircraft industry is poised to take control of Fokker's legacy, the Amsterdam-based aerospace group, in a bid to boost its role in civil aviation.

For Fokker, which is itself a past master at waging - and surviving - fierce dog fights with its bigger competitors in the crowded skies of the global aerospace industry, the deal spells the end of its independence. But the company is counting on the financial support of Deutsche Aerospace (Dasa) to help it realise its goal of spawning a "Fokker Jetline" range of regional jets, based on its existing 100-seater Fokker 100.

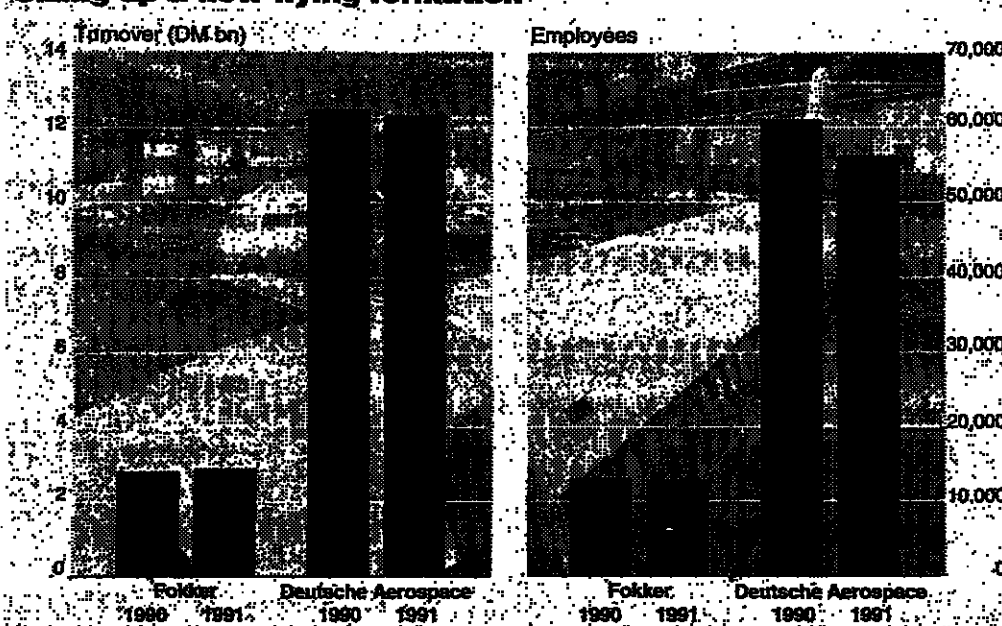
The F1 880m (\$517m) deal, which will give Dasa 51 per cent control of Fokker, took nearly 10 months to arrange, reflecting Dutch sensitivity to the prospects of one of the country's proudest industrial names being transferred to German control.

The government, whose 33 per cent stake in Fokker gave it the power of veto, worked hard during the negotiations to ensure the Dutch company would not be downgraded to a mere "screw-driver" assembly plant. For Fokker's management, the price was Dasa's promise that Fokker would play the leading role in looking after present and future aircraft in the 65-seat to 130-seat range.

"This means Fokker will have responsibility for the management and profitability of the entire production process, from conceptual design to customer-related product support activities," the company says.

Dasa will be the strong partner Dutch group needs to launch a new generation of aircraft, writes Ronald van de Krol

Sizing up a new flying formation



Fokker the go-ahead to develop the Fokker 70, a 70-seater aircraft which will draw heavily on the existing Fokker 100 and which may be launched as early as 1994. It also brings closer to reality Dutch ambitions for a Fokker 130 in 1997, creating a three-member "jet family" bearing the Fokker name by the turn of the century.

The Dutch government, which came to Fokker's rescue in 1987, told the company from the start it would need a strong industrial partner if it wanted to launch a new generation of aircraft. Fokker has found precisely that in

Dasa, part of the Daimler-Benz industrial group. The German-Dutch link grew out of talks aimed at persuading Dasa - whose Messerschmitt-Bölkow-Blohm subsidiary builds fuselages for the Fokker 100 - to participate in the 130-seater aircraft. Specifically, Fokker hoped to lure Dasa from plans for a rival aircraft to be built with its two partners in the "Regoliner" venture, Aérospatiale of France and Alenia of Italy.

Fokker says it will now be the nucleus of the European regional jet industry. But it knows Dasa has not dropped Aérospatiale or Alenia. Far from it, Dasa will be inviting the French and Italians to take over part of its Fokker stake later in the 1990s, creating a strong European consortium for regional jets of which the Dutch company will simply be one, albeit important, part.

The economic prospects for Mexico and Argentina, the second and third largest economies in Latin America after Brazil, have been transformed in the past five years. But amid the good news - economic growth, higher investment and lower inflation - there is an economic indicator causing concern: both countries face growing current account deficits of a size that compares with those they were running before the onset of the debt crisis in 1982.

Mexico's deficit is expected to come close to \$20bn this year, 6.2 per cent of gross domestic product and a higher proportion of gdp than at any time during its 1974-82 borrowing spree. Argentina's deficit is expected to exceed \$6bn, more than 4 per cent of gdp and the highest level on record in nominal terms.

Until recently, both governments affected uncertainty. The Mexican government argued in the first place that its current account deficit was caused by large inflows of capital into Mexico, not the other way round. Second, it made the point that since the government was running a budget surplus, the current account deficit was a private sector phenomenon - a function of the lending and spending decisions by private sector actors at home and abroad - of no concern of the government.

To British readers, the argument will be familiar as one used during Mr Nigel Lawson's tenure of 11 Downing Street in those long-past days when the UK government was running a budget surplus. According to this hypothesis, the only current account deficit that should be of concern to policymakers was one that stemmed from a budget deficit.

If the argument holds water, both Mexico and Argentina should have no need to worry. Mexico is expected this year to run a public sector surplus of around 2 per cent of gdp - in

Deficits cast a shadow over growth

sharp contrast with the budget near deficit in 1981 of 12.4 per cent of gdp - and Argentina a surplus of around 0.6 per cent. It is mathematically correct that a country's current account deficit is identical to the capital account surplus, adjusted for changes in foreign exchange reserves.

It is true, too, that because the governments are not enlarging their borrowings and above all they are not borrowing at floating rates from foreign banks, there is no replay in sight of the 1982 debt crisis.

Economics Notebook

By Stephen Fidler, Latin America Editor, in Mexico City

However, it is also true all current account deficits are not created equal. The issues are, first, the ability to sustain capital inflows that back the deficit and, second, the constitution of imports. In both countries, capital goods imports have grown considerably, suggesting a pick-up in investment that should increase the economy's productive capacities. On the financing, though, a significant proportion of the capital inflows are potentially volatile, short-term funds.

As Mr Paul Luke of Morgan Grenfell says in research published last month, worries about the levels of borrowing needed to finance the deficits can force up the interest rates Mexican and Argentine entities must pay to borrow abroad,

and force governments to raise domestic interest rates to attract investment, thereby slowing growth.

Developments over the past two weeks suggest that - in spite of ample foreign exchange reserves - neither government takes a sanguine view of its deficit. Looked at another way, they are worried about what the process of self-correction might entail for economic growth and for their anti-inflation strategies.

In Mexico, the government has announced a gradual widening of the target band for the peso by doubling the maximum daily devaluation. Furthermore - and government officials admit this is no coincidence - Mexican importers have been meeting unusual difficulties in trying to get goods into the country as customs are insisting on compliance with new documentation requirements. Along similar lines, President Carlos Salinas yesterday promised effective action against unfair trade practices.

Mr Jonathan Heath, chief economist at Macro Asesoría Económica, an economic forecasting group in Mexico City, said: "This is a strong indication that the government is very worried about the current account deficit."

The Argentine government last week also announced measures to increase incentives for exporters - for example, they will be refunded the 18 per cent value added tax on inputs used in products to be sold abroad - and increased taxes on imported goods. Such actions partly reverse the aggressive economic deregulation pursued by the government.

An important common factor between the two economies is that both governments have been using exchange rate policy as a central plank of their adjustment strategy. Argentina's peso is fixed against the dollar; Mexico's slides on a preannounced crawling peg. The result has been, in the view of many economists, overvalued domestic currencies in both countries and a loss of competitiveness. Both governments therefore have to resolve a severe dilemma of how to keep their successful anti-inflation policies on track while preventing a further erosion of competitiveness.

Mr Heath believes the faster devaluation of the Mexican peso should stop erosion of Mexican competitiveness. The annual peso devaluation of 4.6 per cent is sufficient to keep pace with the difference between expected US inflation and that which he forecasts for Mexico over the next 12 months, 7.6 per cent. This leaves future increases in Mexican productivity to do the job of reducing the overvaluation.

In Argentina, the government has less room for manoeuvre with its fixed exchange rate and the measures should give its exporters a breathing space. Furthermore, much of its current account deterioration has been caused by a powerful neighbour pursuing an opposite exchange rate policy. While Argentina has fixed its nominal exchange rate, Brazil has been pursuing a policy of devaluing the cruzeiro at a rate slightly faster than inflation, depreciating the real exchange rate. Brazilian goods have flooded into Argentina.

Hanson poised to move in RHM battle

By Richard Gourlay in London

LORD HANSON is expected to indicate early this week whether he plans to trump the Tomkins conglomerate's \$295m (\$1.5bn) recommended offer for Ranks Hovis McDougall, the UK milling, baking and grocery products group, which topped his own hostile bid by £145m.

The head of the Anglo-US conglomerate maintained silence at the weekend amid rumours that Barclays de Zoete Wedd had problems with underwriting the Tomkins offer.

Mr Greg Hutchings, Tomkins chief executive, said last week underwriting of the £653m one-for-two rights issue, with which Tomkins is partially funding the bid, had gone well. However, Garbome, with 4.4 per cent of Tomkins' shares, declined to participate in the underwriting. This sparked suggestions Tomkins had been forced to pull out all stops to find backing for the bid at the current price.

Mr Hutchings has put his former boss in a tight spot. Lord Hanson has to weigh up the cost of being seen to be paying too much, if he increases his bid from 220p a share, against a potential loss of reputation if he lets his protégé win.

In financial terms, a takeover of RHM would enhance earnings considerably more for Tomkins than for the much larger Hanson group.

Also, the rights issue is structured to allow Mr Hutchings to increase the Tomkins offer, if necessary, without asking the underwriters.

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COMPANIES AND FINANCE

Fund management team to quit Hill Samuel

By Norma Cohen,
Investments Correspondent

HILL SAMUEL Investment Management is losing its "active quantitative" fund management team to State Street Boston Global Advisers in a move which highlights growing demand in the UK for the computer-based stock selection technique.

The team's leader, Mr Alan Greenhorn, who is also a director of HSM, has developed one of Hill Samuel's most successful asset management products, known as Active Value Management.

It has £450m under management for 11 clients, most of whom are pension funds.

Among its clients are Emmanuel College, Cambridge, Cable and Wireless Pension Fund

and Allied Lyons Pension Fund.

Meanwhile, Hill Samuel has told State Street that it intends to strictly enforce terms of Mr Greenhorn's contract which bars him from working for a competitor for six months after having given a resignation notice.

That clause, frequently inserted in fund managers' contracts, is intended to ensure that they do not poach clients for their new employer.

Hill Samuel said that while it was disappointed to lose the team, it had already arranged to replace it with other quantitative experts.

The company has taken steps to reassure its clients about the new management team. "We've reassured them that the database and the

systems will all remain," Hill Samuel said. In total, Hill Samuel manages £9.6bn in the UK.

Active quantitative management, a technique pioneered in the US, involves the use of large quantities of data entered on computer software to make stock selections.

Mr Greenhorn said that the technique allows fund managers to identify characteristics likely to occur in underperforming stocks and avoid them. State Street, in its US operations, has been a leading provider of active and passive quantitative fund management techniques.

Mr Greenhorn will be joined at State Street by five others from Hill Samuel who will join as their management contracts expire.

HK Land is 'relaxed' with stake in Trafalgar

By Roland Rudd

HONGKONG Land, which has a 14.9 per cent stake in Trafalgar House, is unlikely to buy any more shares in the property, construction and engineering group for at least another five months.

Mr Rodney Leach, a director of Hongkong Land who joined Trafalgar's board last month, said: "We are not trying to buy more shares; we have no bids in the market."

"While we made no secret of our desire to have a bigger stake than 15 per cent we are very relaxed with our current holding."

When Warburg Securities, acting for Hongkong Land, offered 85p for the ordinary shares and 82p for the A shares on October 1, it said Hongkong Land would not buy shares above these prices for six months.

This has effectively underplanned the Trafalgar share price. The ordinary and A shares closed on Friday at 84½p and 81½p respectively.

Mr Leach said Hongkong Land would look again at whether the group wanted to buy more shares next year.

He was careful, however, not to close the door on the possibility of increasing the stake by another 10 per cent, although he said it was not his intention to do so.

Hongkong Land's main priority over the next five months is to get another of its director, Sir Charles Powell, to join Trafalgar's board.

Mr Leach, who is also a director of Jardine Matheson, said his group's involvement in Trafalgar should not be seen as a prelude to making an outright bid for the company.

"This is a long-term investment. We are not in the business of taking stakes as a prelude to making bids. We do not take the cheap expedient way. We are interested in what the profits of Trafalgar will be in five years time."

Fitzwilliam sale

Fitzwilliam, the Irish industrial and commercial holding company, has sold Norfolk Finance, its 75 per cent owned vehicle contract hire offshoot, for £7.4m. The buyer was AT Capital, the UK-based subsidiary of AT&T Corporation of the US.

Critchley listing with £25m value

By Richard Gourlay

CRITCHLEY GROUP, which makes products that help identify wires and cables used in industrial applications, is set to join the ranks of companies seeking a stock market listing.

Later this month, the company will seek a placing likely to raise up to £15m, valuing the Stroud-based concern at about £25m and raising £3m of new money for development.

Critchley's makes small plastic collar sleeves printed with numbers and letters which assemblers use to identify the spaghetti of wires that go into industrial control systems.

But what is interesting is the range of projects it is involved in, Mr Ian McCallum, the managing director, says. "The strength of the business is the range of industries that we serve - energy, aerospace,

industrial controls and utilities. We supply the haberdashery items of the electrical industry."

Products appear on the new Rolls-Royce Trent engine for Boeing and Airbus; it is on Elf Enterprise Consortium's Piper B platform; and it is used on control control systems at BNF's Sellafield plant.

Critchley made its first cable marker 40 years ago and sales are still growing. Last year it produced profits of £2.5m from sales of £19.24m and trading has continued strongly in the first half of this year.

The most interesting development is a heat shrinkable identification label. It fulfils a similar task as the plastic sleeves but is targeted at the most sophisticated end of the electrical market.

These HST labels now account for more than 40 per cent of all

sales of identification business. Critchley also has an array of products that fix, bind and manage wires.

A less interesting part of the business is Critchley Wound Components in Nottingham, which makes small transformers for the communications and data communications industries and which accounts for about 15 per cent of sales.

The business is mature, "a job shop" adding value by selling labour, says Mr Christopher Humphrey, finance director. Although the business depresses group operating profits it will be supported as it is profitable and cash generative.

About 38 per cent of group sales are abroad, either sourced from the UK or from plant that has been built or bought abroad.

The group is likely to focus expansion and the small "war

chest" it is building with the placing on the cable identification part of the business.

"Identification is the most exciting area of growth," says Mr McCallum. "Everything in industry has to be labelled and there is a de-skilling on the factory floor."

Critchley started life over 100 years ago. In response to a hostile approach from then independent M K Electric in 1984, Mr McCallum led a consortium of institutions, including MAM and Midland Montagu, which supplied 60 per cent of the capital in a £4.5m buy-out.

The management will share about £1.5m of the proceeds of the placement and will be left with 11 per cent of the company. Critchley estimates the institutions will sell about 50% of their holdings.

Impact day is expected to be in late November.

Union Intl returns to the black

By Richard Gourlay

UNION International, the trading arm of the privately owned Vestey Group, one of the largest private companies in the UK, has returned to profit.

In the six months to June Union made operating profits of £28.1m and pre-tax profits of £12m on sales of £564.3m. In the same period of 1991, the respective figures were profits

£18m, losses £20.5m and £13.5m.

The results suggest the arrival in January of Mr Terry Robinson as chief executive has begun to make an impact on the group, that has been in talks with its bankers all year.

Mr Robinson said the terms of a standstill agreement with 70 banks, owed £300m, had been agreed subject to conditions which were expected to be fulfilled imminently.

The agreement will "formalise" the company's refinancing

through to December 1994 and will allow a continuation of the strategy of debt reduction. Mr Robinson said in a statement. All Union's bank's have signed the standstill agreement.

Operating profits included a £4.5m (£14.9m) surplus on the disposal of fixed assets.

Payment of dividends on the cumulative preference stocks are suspended for the foreseeable future.

Beverley falls to £56,000

BEVERLEY Group, the engineering concern formerly known as Petrocon, reported pre-tax profits down from £518,000 to £26,000 in an eventful six months to the end of June. Losses for the whole of 1991 amounted to £2.57m.

In March, Petrocon acquired Beverley and in April it failed to acquire James Wilkes in a hostile bid.

And this week the High Court approved a capital reconstruction involving the reduction of share capital and the writing off of the share pre-

mium account to eliminate a deficit on profit and loss reserves of £3.68m.

In addition the 12½p shares have been divided into ordinary shares of 7½p, dealings in which are expected to start today and deferred share of 5p, which have been cancelled.

Turnover increased to £9.68m (£9.2m) as a result of the Beverley acquisition.

Earnings per share came out at 0.16p against 1.18p and the interim dividend is being passed. There was a payment of 0.625p last time.

N of England Bldg Society lending up 26%

In the six months ended June 30 1992 the North of England Building Society increased its gross mortgage lending to £172.4m, a rise of almost 26 per cent over the same period of 1991.

But the society said there was strong competition for retail funds from National Savings, and net retail receipts fell substantially, from £24m to £13.5m.

Provision for loan losses were £400,000, but remained significantly lower than many other competitors, the society claimed.

At June 30 the assets stood at £1.36bn, an increase of 11per cent over the six months. Liquidity ratio dropped from 17.77 per cent to 15.8 per cent.

Net profits for the period were £5.22m (£4.86m).

Toye incurs £742,000 losses

Toye and Company, a maker of civil and military regalia, fell from profits of £373,000 to losses of £742,000 pre-tax for the half year ended June 30.

The loss was struck after taking account of an exceptional provision of £202,000 for

rationalisation and reorganisation.

Turnover fell £1.25m to £5.52m, the shortfall being blamed almost entirely on a sharp fall in profitable exports. Losses per share emerged at 24.8p (earnings 10.6p).

CROSS BORDER M&A DEALS				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Ikea (Sweden)	Habitat (UK)	Retailing	£78m	Storehouse disposal
Dairy Farm International (HK)	Unit of Cold Storage Holdings (Singapore)	Retailing	£51m	Goodman non-core disposal
BBA Group (UK)	Siddons Ramet (Australian)	Building materials	£38m	Bid via Pacific BBA
Ruhrgas (Germany)	Unit of TI Group (UK)	Capital goods	£38m	Non-Core disposal
Peregrine Investments (HK)	Invesco MIM (UK)	Fund management	£18.7m	Stake upped to 14.9%
NFC (UK)	Transport Martin (France)	Distribution	£3.4m	NFC targets continent...
NFC (UK)	Transports Pujos (France)	Distribution	£2.1m	...for future growth
Supplylink International (UK/Holland)	Gerlach Offshore (Holland)	Oilfield services	£2.03	Aggregate price
Deutsche Aerospace (Germany)	Fokker (Holland)	Aircraft manufacture	£314m	Agreement on 51% stake
Scapa Group (UK)	Unit of Technische Textilien L'rach (Germany)	Technical textiles	£1m	Maximum price

Mourant du Feu & Jeune
ADVOCATES, SOLICITORS AND NOTARIES PUBLIC

Mourant & Co.
TRUST COMPANY SERVICES

CLIENT ANNOUNCEMENT

Change of Jersey telephone number

As part of Jersey's telecommunications upgrade, new numbers have been issued which will become effective from 1st November 1992.

For your reference please note our new telephone and fax numbers will be:

Telephone 0534 609000
Facsimile 0534 609333

International Dialling
Telephone +44 534 609000
Facsimile +44 534 609333

Our address remains the same:
P.O. Box 87, 18 Greenville Street, St. Helier,
Jersey JE4 8PX, Channel Islands.

Notice to TSB customers.

Change to TSB Personal Overdraft rates.

With effect from 2nd November 1992, TSB is reducing its rate for authorised overdraft borrowing on the following accounts:

	From (per month)	To (per month)
Interest Cheque Account	1.75% (Effective Annual Rate 20.2%)	1.55% (Effective Annual Rate 20.2%)
Cheque Account	1.75% (Effective Annual Rate 20.2%)	1.55% (Effective Annual Rate 20.2%)
High Interest Cheque Account	1.75% (Effective Annual Rate 19.9%)	1.55% (Effective Annual Rate 19.9%)
Interest Plus	1.75% (Effective Annual Rate 19.9%)	1.55% (Effective Annual Rate 19.9%)

TSB
We want YOU to say YES

TSB Bank plc, Victoria House, Victoria Square, Birmingham B1 1BZ.

Interest rate change.

With effect from the 1st December 1992 the interest rate charged for TSB Trustcard, TSB MasterCard and TSB Vantage will be decreased from 2.05% to 1.89% per month.

Interest at the new rate, will first appear on statements dated on or after 1st December 1992.

The cash advance service charge remains unchanged.

The Annual Percentage Rate (APR) is decreased to 25.1% for purchases and 25.5% for cash advances.

For further information write to TSB Bank plc, Card Services, 1-9 Gloucester Place, Brighton BN1 4BE.

TSB
We want YOU to say YES

TSB Bank plc, Registered in England and Wales No. 1099258.
Registered Office: Victoria House, Victoria Square, Birmingham B1 1BZ.

Mortgage Securities (No 1) Plc

£31,200,000

Class A
Mortgage Backed Floating Rate Notes due 2023

In accordance with the provisions of the Notes, notice is hereby given that for the interest period 30th October, 1992 to 29th January, 1993 the Notes will carry an interest rate of 7.925% per annum.

Interest payable on the relevant interest payment date 29th January, 1993 will amount to £1,975.82 per £100,000 Note.

Agent Bank: Bank of Scotland

Mortgage Securities (No 1) Plc

£20,000,000

Class B
Mortgage Backed Floating Rate Notes due 2023

In accordance with the provisions of the Notes, notice is hereby given that for the interest period 30th October, 1992 to 29th January, 1993 the Notes will carry an interest rate of 8.125% per annum.

Interest payable on the relevant interest payment date 29th January, 1993 will amount to £2,025.68 per £100,000 Note.

Agent Bank: Bank of Scotland

BALTIC BASIN STATES

The FT proposes to publish this survey on December 2 1992.

It will be of particular interest to the 54% of Chief Executives in Europe's largest companies.

Information on advertising can be obtained from:

Nina Golovatenko in Moscow
Tel: (093) 251 24 57/24 19 57
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Fax: (358) 0 730 705

Erga Pio in Copenhagen
Tel: (33) 134441, Fax: (33) 335335 or your usual Financial Times representative.

FT SURVEYS

Kleinwort Benson
PRIVATE BANK

Kleinwort Benson Private Bank is pleased to announce that with effect from 1st November 1992 the Mortgage Management Account interest rate has been reduced to 9.99% per annum. The mortgage base rate is now 10.25% per annum.

Kleinwort Benson Private Bank is a Division of Kleinwort Benson Investment Management Limited

Heron International N.V.
Notice to holders of Heron International Finance B.V. ECU 60,000,000 9% Guaranteed Retractable Bonds 1985-1992/1997, ECU 20,000,000 11% Guaranteed Retractable Bonds 1984-1997, FF 400,000,000 8% Guaranteed Notes due 1993, U.S. \$100,000,000 Guaranteed Floating Rate Notes due 1993.

Holders of the above Bonds and Notes are given notice that, following a meeting held in London on 29th October between Heron and its bankers and bondholder representatives, a copy of the press release dated 29th October is available through the offices of the agents set out below:

Bankhaus Indesque Luxembourg, 39 Allée Schetter, Luxembourg;
Crédit Lyonnais, 26A Boulevard Royal, Luxembourg;
Royal Bank of Canada Europe Limited, 71 Queen Victoria Street, London EC4V 4DE;
Deutsche Bank AG, Tauentzienplatz 12, D-1000 Frankfurt am Main;
S.G. Warburg & Co., 118 Rue de la Harpe, CH 1211 Geneva 3; and
Crédit Suisse, Paradeplatz 8, CH-8001 Zurich.

2nd November, 1992 Heron International Finance B.V.

Notice of Interest Rates

To the Holders of

The United Mexican States
Collateralized Floating Rate Bonds Due 2019

NOTICE IS HEREBY GIVEN that the interest rates covering the interest period from October 30, 1992 to April 30, 1993 are detailed below:

Series Designation	Rate	Interest Amount	Interest Payment Date
USD Discount Series B	4.4313 Pct. P.A.	USD 22.51 Per USD \$ 1,000	April 30, 1993
YEN Discount Series	4.3833 Pct. P.A.	YEN 2,317.00 Per YEN 100,000	April 30, 1993

CITIBANK, N.A., Agent

IPNA 3 N.V.

Pursuant to a resolution of the Ordinary Meeting of Shareholders of IPNA 3 N.V. dated June 4th, 1992, a partial repayment of the premium reserve will be made to its depositary receipt holders in the total amount of US dollar 1,400,000 being US dollars 50.03 per depositary receipt.

Pymont will be made against remittance of coupon no. 7 as of November 17, 1992. Depositary receipt holders are requested to send the mentioned coupon together with detailed payment instructions to the address of the undersigned: Herengracht 320, 1016 CE Amsterdam, The Netherlands.

STICHTING IPNA 3 TRUST SERVICES
Herengracht 320
1016 CE Amsterdam

Correction Notice
Union Bank of Norway
U.S. \$27,000,000

Subordinated Floating Rate Notes due 2002

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 29th January, 1993 has been fixed at 5.4875% per annum. The interest accruing for such three month period will be U.S. \$7,011.81 per U.S. \$300,000 Note against presentation of Coupon Number 2.

Union Bank of Switzerland
London Branch Agent Bank
27th October, 1992

Handwritten signature: *John Smith*

602456111

COMPANIES AND CAPITAL MARKETS

Efim receives first offer for assets

By Haig Simonian in Milan

MR FABIANO Fabiani, managing director of Italy's state-controlled Finmeccanica engineering and aerospace group, has made the first public offer to buy assets from Efim, the state holding company put into voluntary liquidation in July.

Finmeccanica has proposed to buy Breda Costruzioni Ferroviarie (BCF), Efim's railway equipment subsidiary, which would then be merged with Finmeccanica's quoted Ansaldo Trasporti subsidiary.

The combined companies, creating Italy's biggest rail equipment company, would form the railway equipment group which has for years been the unrealised dream of Italy's

sometimes warring public-sector companies.

In a letter to Mr Alberto Predieri, Efim's special administrator, Mr Fabiani is reported to have offered to pay cash for BCF, which made net group profits of L5.7bn (\$4.3m) on sales of L512bn last year. The company, which has net debts of L219bn, has built a reputation for its rolling stock and equipment for urban mass transit systems, sold successfully in the US.

Finmeccanica's interest in acquisitions, the motor for its recent growth, has been tempered by growing indebtedness and the effects of recession. Last month, it gained a stock market quotation via the reverse takeover of Sifa, a quoted subsidiary.

The transaction should have been the first stage in a series of capital increases raising up to L1,700bn. However, the financial problems of IRI, Finmeccanica's parent, and poor sentiment on the bourses have led the deal to be postponed indefinitely.

Finmeccanica is known to be keen on bidding for Nuovo Pignone, the turbines and compressors subsidiary of the ENI energy and chemicals group. Merging Nuovo Pignone with Finmeccanica's existing Ansaldo turbines business would form the biggest turbine-maker in Italy.

Although bankers think Nuovo Pignone will be sold via an international auction, many expect that Finmeccanica will emerge as the winner.

Creating large near-monopolies in railway equipment and turbines could ensure steady business for Finmeccanica from Italy's state-owned railway and electricity generating groups, currently involved in very heavy investment drives.

Successful incorporation of the state-owned assets now for sale could be the prelude to a large internal restructuring for Finmeccanica.

Many bankers believe the company plans to buy out minority interests in quoted subsidiaries such as Alenia, in favour of having Finmeccanica as the single quoted vehicle. Minority shareholders in the subsidiaries would be offered shares in the parent company in exchange for their existing holdings.

Sweden in move to tackle bank sector crisis

By Christopher Brown-Humes in Stockholm

SWEDEN will this week announce plans to set up a special authority to tackle the crisis in the country's banking sector.

The move is part of a package of measures designed to shore up the battered financial system and strengthen foreign confidence in it. It follows concern that credit losses for all of Sweden's banks could reach SKr100bn (\$18.7bn) over the next few years.

Details of the new proposals could be announced as early as tomorrow. It is expected that the authority will provide loans, guarantees and capital assistance to stricken banks and other financial institutions and play a key role in the restructuring of the sector during the 1990s.

Mr Bo Lundgren, tax minister, said the earliest the new authority could start operations would be the middle of next year.

The proposals are being drawn up in consultation with the opposition Social Democrats to ensure they are approved in parliament.

The problems in the Swedish banking sector were underlined only last week when Sparbanken Sverige announced eight-month losses of SKr6.5bn after a 62 per cent increase in loan losses to SKr10.4bn.

It warned that if losses continued at the current pace next year, it might have to seek state support.

Earlier this year, the state had to intervene to save Nordbanken with SKr20bn worth of grants and guarantees and Forsta Sparbanken with SKr7.3bn. In September, the government had to pledge it would guarantee Gota Bank's commitments after the bank indicated that credit losses this year would reach SKr8bn.

Petrofina shares jump on news of safety proposals

SHARES in Petrofina, the Belgian oil company, jumped in late trading on the Brussels bourse on Friday ahead of publication of proposals by Phillips Petroleum of the US to improve safety measures at its Ekofisk oil field, writes Andrew Hills in Brussels.

Petrofina's shares were hit by the announcement earlier this month that the Norwegian authorities might consider closing the Ekofisk oil and gas processing and storage centre for safety reasons. Petrofina owns about 30 per cent of the field, which accounts for half its crude oil production.

The group's shares closed up Bfr300 on Friday at Bfr6,080 their highest level since the Norwegian authorities issued their statement on October 8.

gas from Tunisia to Sicily. One of the bankers familiar with the borrower said that even though the deal is regarded as Italian risk, he felt confident that the money would be raised. "All of the banks involved are familiar with the pipeline project, and this borrower has done several deals in the past," he said.

SNAM is a well-known name and some bankers believe that provided the pricing is suitably generous, there should be little difficulty in getting the deal done.

However, bankers are awaiting the launch of the deal with considerable interest - not only because this could be the first real test of appetite for an Italian deal since Enim ran into trouble with its lenders. Bankers admit they are growing increasingly worried about lending to Italian names because of concern over the state of the Italian economy.

Sara Webb

Nikon posts 15% fall in turnover

By Charles Leadbeater in Tokyo

NIKON, the leading Japanese camera and precision equipment manufacturer, has reported operating losses of Y248bn (\$2bn) for the first six months to September, largely due to a steep fall in sales of semiconductor manufacturing equipment. This compares with operating profits of Y5.39bn a year earlier.

Pre-tax profits fell by 81.9 per cent to Y1bn, while net profits slid by 73.8 per cent to Y455m. Only the redemption of Y1.1bn of dollar-denominated bonds allowed the company to record pre-tax profits.

Nikon's turnover fell by 14.7 per cent to Y104.37bn. However, sales of semiconductor equipment, which last year accounted for a third of the company's sales, fell by almost 50 per cent to Y19bn in the six months to Y37bn.

Sales of cameras fell to Y48bn from Y51bn. Only sales of spectacle lenses, frames, sunglasses and binoculars increased, to Y16bn from Y13bn.

Nikon hopes to contain its operating deficit for the year to March to about Y2.5bn, with cost savings in the semiconductor manufacturing equipment division.

Nikon declared an unchanged interim dividend of Y450.

Isetan suffers 72% drop in first six months

By Charles Leadbeater

ISETAN, the leading Japanese department store company which invested heavily in modernising its stores over the past two years, suffered a 72 per cent drop in taxable profits to Y1.36bn (\$113m) for the first half to the end of September from Y4.7bn a year earlier. Sales fell 2.7 per cent to Y213bn.

The Tokyo-based company said the fall was mainly due to a sharp rise in depreciation charges to cover the modernisation programme.

The company is to cut the salaries of 26 top executives and the year-end bonuses of 300 department heads by 5 per cent to save about Y41m.

Isetan is maintaining its interim dividend of Y5 a share in spite of a fall in earnings per share to Y2.37 from Y10.2 a year earlier.

Australia blamed for BNZ woes

PROBLEMS in Australia were largely to blame for the financial crisis which struck Bank of New Zealand (BNZ) in September 1990, shareholders were told at a 5½-hour extraordinary meeting on Friday, writes Terry Hall in Wellington.

Two years ago BNZ directors disclosed for the second time a surge in bad debt provisions, and were forced to ask its main shareholders the New Zealand government and Fay, Richwhite the local merchant bank for help.

Gucci denies bid speculation

By Haig Simonian in Milan

GUCCI, the Italian luxury goods group best known for its shoes and accessories, may be facing a return to the shareholder differences which plunged it into difficulties in the early 1980s.

However, the company, now 50 per cent controlled by Investcorp, a Bahrain-based investment bank, firmly denied reports that it was set to be taken over by the UK's acquisitive Dunchill group. A Gucci official said contacts between the two companies had been limited to meetings of middle management to discuss possible product synergies.

Having survived family feuds and criminal charges in the 1980s, Gucci has run into trouble because of the recession and the need for costly restructuring.

Past expansion in the 1980s came partly at the expense of its exclusive image and, more recently, profits. Now, the company, guided by Mr Maurizio Gucci, grandson of the founder, has been rationalising its range, which had rocketed to 10,000 items, and closing outlets to project a much more exclusive identity more closely associated with its traditions in leather goods and accessories.

That strategy, and recession-

ary markets, contributed to an 18 per cent fall in sales to L280bn (\$312.9m) in 1991. The company, which has not revealed precise earnings figures, said it broke even in 1991 and hoped to return to profits this year.

However, falling turnover and costly restructuring is believed to have been viewed amiss by some of Gucci's Bahrain-based shareholders. Though Investcorp has placed about 30 per cent of its holding with local funds, it retains voting rights.

Growing unease with the Gucci's strategy probably explains the revival of rumours about its future.

Warning for London banking

By Norma Cohen, Investments Correspondent

COMPETITION to London's investment banking industry is coming increasingly from continental Europe rather than from North America and Japan, and London's role as an international banking centre may be challenged, according to a study from Price Waterhouse Management Consultants.

"Since 1988 there has been a major shift away from fear of the North American and Japanese banks to viewing the continental European banks as a major threat."

"Undoubtedly these banks have improved their understanding of and expertise in the investment banking mar-

kets, and in particular those with a large capital base are well-placed to increase their market share in all markets," the study concluded.

London's prestige as an international centre has been undermined by recent self-regulation problems, most notably the difficulties at the Lloyd's insurance market.

Meanwhile, the study found there has been almost no progress in product innovation in the past three years. "Following a period of rapid innovation during the 1980s, the industry appears to have lost the will, the ability or the opportunity to innovate," the study said.

Since 1988, only three significant products have emerged in Europe: asset-backed securi-

ties, commodity derivatives and over-the-counter equity options.

"Even these are not expected to show improved profitability over the next two to three years," the study said.

Aside from these products, investment banking products are largely mature and profitability is unlikely to improve from here.

Against this background, service quality rather than product innovation will be the main avenue through which competitors seek to differentiate themselves.

Investment Banking in the 90s: From Midas to Micromanager? Price Waterhouse, Price Waterhouse Management Consultants, Milton Gate, 1 Moor Lane, London EC2Y.

Placer Dome rises 133% to \$33m

By Robert Gibbons in Montreal

PLACER Dome, Canada's biggest gold producer, has reported a big rise in profits for the third quarter and first nine months, mainly because of record production and lower operating costs.

Third-quarter net profits rose 133 per cent to US\$33m or 14 cents a share, from US\$14m or

6 cents a year earlier, on revenues of US\$364m, up 5 per cent. Nine-month net profits advanced 45 per cent to US\$88m or 29 cents, from US\$47m or 20 cents. Revenues rose 11 per cent to US\$771m.

Gold sales jumped 21 per cent to almost 1.5m oz while the average realised gold price dipped 7 per cent to US\$372 per oz and cash cost of production averaged US\$128 per oz.

Placer achieved greater mill output and better grade control and gold recoveries. Low cost mines increased production while exchange factors were favourable.

Placer may extend the big Dome mine in Canada and plans to buy 50 per cent of Chile's Zaldivar copper deposit for US\$100m. Cost control and the search for new gold reserves are top priorities.

SYNDICATED LOANS

Bankers await launch of Italian deal

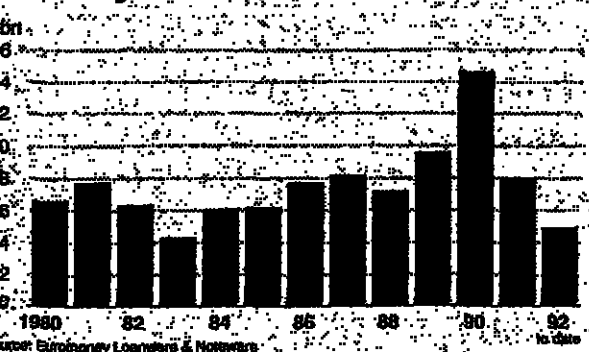
IF syndicated bankers had to choose their least favourite credits, the chances are that Italian names would top the list.

Last year's collapse of Federconsorzi, the Italian farm services group, and this summer's debacle with Efim, the Italian state holding company which was put into voluntary liquidation, have certainly reduced foreign bankers' appetite for Italian credits.

International bankers were furious when the Italian government refused to repay Federconsorzi's debts, since many of the banks had lent money to the group on the understanding that it was effectively a state credit.

In Efim's case, foreign banks were told that their loans would not be repaid in full. After months of lobbying by the foreign banks, the Italian government announced proposals to repay the debts in full, although some of the foreign banks involved claim they

Italian syndicated loans



have not received full details of the proposals.

So syndicated lenders will no doubt watch the next Italian loan closely. Three banks - ABN Amro, Bank of America and Banca Commerciale Italiana - are preparing a \$120m five-year loan for Trans-Tunisian Pipeline Company (TTPC) which is intended to help finance its expansion.

Although TTPC is a Jersey-registered company, the loan market regards it as an Italian credit because it relies on a payment agreement from SNAM, the gas pipeline subsidiary of Italian state group ENI.

The pipeline carries gas from the Algerian border across Tunisia. Another company - Trans-Mediterranean Pipeline Company - transports the

KB IFIMA N.V.

KB Internationale Financieringsmaatschappij N.V.

US\$ 150,000,000

Guaranteed Floating Rate Notes due 2011

In accordance with the Description of the Notes, notice is hereby given that for the interest period from October 30, 1992 to January 29, 1993 the Notes will carry an interest rate of 5% per annum.

The interest amount payable on the relevant interest payment date, January 29, 1993 against coupon No. 27 will be US\$ 126.39 per Note of US\$ 10,000 nominal and US\$ 3,159.72 per Note of US\$ 250,000 nominal.

The Agent Bank
Kreditbank
Luxembourg

THE BANK OF NOVA SCOTIA

(A Canadian Chartered Bank)

\$100,000,000

Floating Rate Debentures 2000

Issue Price 100.10 per cent

For the three months 30th October, 1992 to 29th January, 1993 the Debentures will bear interest rate of 7.7875% per annum and the coupon amount per \$10,000 denomination will be \$194.15.

Agent Bank
Samuel Montagu & Co. Limited

CHEMICAL NEW YORK CORP

US\$300,000,000 FLOATING RATE

SENIOR NOTES DUE 1999

In accordance with provisions of the Notes, notice is hereby given that for the interest period from 30 October 1992 to 30 November 1992 the Notes carry an interest rate of 6 1/2% per annum.

The interest payable on the relevant interest payment date 30 November 1992 against coupon no 06 will be US\$48.21 per US\$10,000 Note.

Chemical Bank
Agent Bank

ANNOUNCEMENT

OF A PUBLIC AUCTION FOR THE HIGHEST BID

Greek Exports S.A., based in Athens at 17 Panepistimiou Street and Legally represented, in its capacity as liquidator of the joint-stock company PORCEL Metallurgical, Commercial, Industrial and Maritime S.A., based in Marousi, Attica, and in accordance with article 46a of Law 1892/1990, supplemented by article 14 of Law 2000/1991, and Decision No. 8291/1992 of the Athens Court of Appeals,

ANNOUNCES

A public auction for the highest bid with sealed, binding offers for the purchase, in toto, of the assets of PORCEL MCIM S.A., based in Marousi, Attica, at 52 Aigialias Street and engaged in the mining, processing (enrichment) and sale of feldspars (potash, sodium and mixed) and quartz. The mining is carried out in mines (over which the company has respective rights) in the Department of Drama (region of Ano Tholos, Parassisi, Drama) where the company's factory is installed and has been built in a self-owned plot of 12,440 sq. metres in area. In the same area, the company has rights of ownership over plots of land of 29,680 sq. metres in area, some adjoining and some not adjoining the plot which contains the factory. The factory has an area of 1,971 sq. metres and a volume of 8,526.30 cu. metres. The company also has mineral ore exploration rights for the above ores in the departments of Drama, Xanthi and Evros.

TERMS OF THE AUCTION

- In order for the auction to take place, all interested parties are invited to receive from the Liquidator, the Offering Memorandum which describes in more detail the assets of the Company for sale, its obligations, and the necessary procedures for its transfer, as well as the form of the Letter of Guarantee needed for the submission of a binding offer to the Athens notary public assigned to the auction, Mrs. Flora Balana-Zoutia at 14-16 Feldiou Street, 6th floor, Tel. 30-1-362.8143 and 360.0855 up to the 23rd November, 1992 at 1900 hours.
- Bids will be unsealed before the above notary on the 24th November 1992 at 1000 hours and with the Liquidator in attendance. All those who have submitted bids within the prescribed time limits can also attend. Any bids submitted beyond the prescribed time limits will not be accepted or considered.
- The sealed, binding offers must clearly state the price offered for the purchase, in toto, of the Company's assets and must be accompanied by a Letter of Guarantee from a bank legally operating in Greece, for the amount of fifty million drachmas (50,000,000 drs.) or its equivalent in U.S. dollars.
- The Company's assets and all fixed and circulating constituent parts thereof, such as immovable and movable property, claims, trademarks, titles, rights, rights for mineral ore exploration, etc. are to be sold and transferred "as is, where is" and, more specifically, in their actual and legal condition and location on the date on which the sale contract is signed, regardless of whether the Company is operating or not, and with the proper legal procedures.
- The Liquidator, the Company and the creditors representing 51% of the total claims against the Company (Law 1892/90 article 46a, para. 1 as in force), known hereafter as the Majority Creditors, shall bear no liability for any legal or actual defects or for any deficiency in the effects and rights for sale nor for the possible refusal of the State to approve, as required, the transfer of elements of the assets, nor for their incomplete or faulty description in the Offering Memorandum and in any correspondence. In the event of inconsistencies, entries in the Company's books, as they stand on the date of signature of the sale contract, shall prevail.
- Prospective buyers hereinafter referred to as "Buyers", shall be obliged, on their own responsibility and due care, and by their own means and at their own expense, to inspect the object of the sale and form their own judgment and declare in their bids that they are fully aware of the actual and legal condition of the assets for sale. The Buyers are hereby reminded that, in accordance with the provisions of Law 1892/90, article 46a, para. 4 as in force, having agreed in writing to maintain confidentiality, they are entitled to have access to any information they may require concerning the Company for sale.
- Bids should not contain terms which might prevaricate their bindingness or any vagueness concerning the offered price and its method of payment, or any other matter of importance to the sale. The Liquidator and the Majority Creditors have the right, at their incontestable discretion, to reject offers which contain terms and conditions, irrespective of whether these offers contain a higher price than that of other bidders. Such unacceptable terms would be, for example, requests for the repair, improvement or transfer of fixed assets, or requests for guarantees in the collection of claims or the outcome of court actions brought by the company in this respect, or compliance with recommendations regarding the security of the installations, or for safeguarding the insurance cover, etc.
- In the event that the person to whom the auction is adjudicated, fails in his obligation to appear within twenty (20) days from being invited to do so, and sign the relative sale contract and fails to abide by the other obligations accruing from the present announcement, then the above-mentioned guarantee of fifty million drachmas (50,000,000 drs.) is forfeited to the Liquidator in compensation for expenses of any kind, time spent, and any actual or hypothetical loss sustained, with no obligation on the Liquidator's part to furnish any specific proof or deem that the amount has been forfeited to him as a penalty clause, and collect it from the guarantor bank. Guarantees deposited by other bidders shall be returned to them after the Liquidator's evaluation report has been approved by the Majority Creditors and the highest bidder's guarantee shall be returned to him after he has paid the sale price and the act of settlement has been drawn up and signed.
- The highest bidder is deemed the one whose offer has been so judged by the Liquidator and approved by the Majority Creditors as being in their best interests.
- The Liquidator shall not be liable to participate in the auction either with respect to the evaluation report or for his selection of the highest bidder and neither will he be liable to them for the cancellation of the auction in the event that its outcome is not approved by the Majority Creditors.
- Participants in the auction do not acquire any right, claim or demand from the present announcement or from their participation in the auction, against the Liquidator, for any cause or reason.
- Transfer expenses of the assets for sale (taxes, stamp duty, notarial and mortgage fees, rights and other expenses for drawing up topographical diagrams as required by Law 651/77, etc.) are to be borne by the Buyer. Those taking part in the auction will be bound to keep the Company in operation and to continue mineral ore exploration.

Interested parties should apply for further information to:

- The head office of the Hellenic Industrial Development Bank, Directorate of Public Holdings, at 87 Syngrou Ave. 2nd floor, 117 45 Athens, Greece, Tel. 30-1-829.4395 and 929.3496 and to
- Greek Exports S.A., 17 Panepistimiou Street, 1st floor, 105 64 Athens, Greece, Tel. 30-1-324.3111-115.

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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

French franc's strength adds spice to Euromarket

THE Euro-French franc bond market is the only European bond market other than the D-Mark sector which is open for large financings.

A number of European sovereign borrowers seeking funds to cover losses in the foreign exchange market in September, are looking to the French market, lifted by the franc's status as one of Europe's strongest currencies.

There is talk that the UK may raise more than FF10bn in the market next week, following other recent large issues, including a FF5bn deal from Sweden.

New issue volume has grown from 15 issues totalling FF9bn in 1987 to 82 worth FF105bn so far this year, according to figures from Euromoney. Nevertheless, the sector still lies behind the US dollar, the yen, the D-Mark and the Ecu, so far this year.

The market is dominated by five French banks, Crédit Commercial de France, Crédit Lyonnais, Société Générale, Banque Paribas and Banque Nationale de Paris.

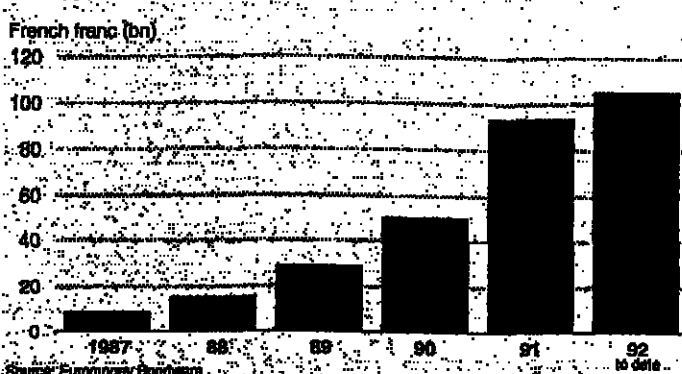
The market has become increasingly liquid, as the average size of new issues has grown. In addition, the setting up of a market-making system - known as specialists en valeurs publiques (SVTs) - for French government-owned borrowers issuing large international bonds, has lifted investor confidence in the sector.

The franc is emerging not only as a much-needed alternative to the D-Mark, but also as a substitute for the Ecu sector which collapsed under an overhang of paper after Denmark rejected the Maastricht treaty in June.

The accepted wisdom is that France has won its battle for a "franc fort" within the European exchange rate mechanism. While the franc is not a fully signed up member of the D-Mark zone, there are strong links between the two, and investors are flocking to buy the currency, which offers interest rates between 85 and 100 basis points higher.

The franc is the only viable alternative currency to the D-Mark.

French Franc Eurobond Issues



according to Mr Stephen West of Banque Paribas, which arranged Sweden's recent FF5bn five-year offering.

"People don't want currency risk, they're refocusing money into core markets, and buying less of the peripheral currencies. People realise that the French franc market is a professional one," he said.

He argues that the market is

more liquid than its D-Mark rival, given the wider range of securities available and its more sophisticated structure. However, the development of the market has been less than smooth. It was forced to close during the summer, due to a severe bout of indigestion after an avalanche of paper failed to be placed.

— one week in early July saw 10 issues totalling FF17bn.

In the past two weeks the trend has been for large issues by borrowers with heavy funding requirements. The next is expected to be for the UK, possibly as early as this week. Talk is of at least a FF10bn five-year issue with a yield spread of between five and 10 basis points over five-year French government paper. It would be the largest deal in the sector by a substantial margin over Sweden's FF5bn transaction. One French banker suggested an issue up to FF15bn over 10 years could be feasible.

The borrowing would form part of the second half of the UK's Ecu10bn funding programme announced in September, which consisted of an Ecu5bn syndicated facility and an Ecu5bn note programme. Under the programme, the UK completed a DM5.5bn five-year Eurobond.

Although there is strong international demand for the franc for the time being, there could be a quick shift to oversupply if too many large deals emerge.

Brian Bollen

Anthony Harris: A farewell note

Time for a change of programme



THIS IS NOT, after all, where I came in. The film looks much the same, but they seem to have jumbled the reels. At the start - in 1973 - we had a Conservative government

which had abandoned exchange rate discipline and dashed for growth; Sir Alan Walters - plain Mr then - issued a strong monetary warning, which he quaintly called a memorial.

Second time round, more Walters' warnings, but this time of collapse, and it might be worth inscribing on a memorial.

My own first financial comments on pink paper were about unwise bank lending and hollowed-out balance sheets.

I might say this was prescient, but in fact that was quite another episode - the time when it was rumoured (wrongly, as it turned out) that the National Westminster had made such losses that it might have to be nationalised.

"Would it matter?" asked one drinking companion whom I had tried to shock with this suggestion.

"After all, they wouldn't even have to change the name." In the event, we inflated out of that trouble and settled for other problems instead.

This may help to explain why the banks did it all over again a mere 15 years later - but it does not excuse them (or the authorities, for that matter).

All we have achieved by the end of the cycle is to stand the old saying on its head: we have repeated history, but the first time as farce, and the second as tragedy.

The Greek chorus is still muttering darkly about bank nationalisation here and now in Washington too.

So there were mistakes; but at least we have a leaner, fitter manufacturing sector, don't we? Leamer, certainly. Nowadays you could buy up most of it for the capitalised salaries of a few privatised monopoly boards. They owe their seats to the biggest debt-for-equity swap in history.

Economic result: we can resume our old borrowing habits without blushing much, for a time at least. It's not much to show for the march of enterprise, and all that oil.

Certainly not what believers you.

expected. Perhaps we should have taken the advice of Sir Michael Edwards, once paragon of leaner-fitter virtue.

He suggested that rather than destroy our competitiveness, we should have left the oil under the sea as a strategic reserve.

Now turn the reel upside down, and run it for coal; you might conclude that the only strategic reserve we will have left when they've finished is of cautionary tales. A sad couple of decades, really.

Wait a minute, though; this is getting too grumpy.

There must have been some benefits, even if they were unintended. The economy admittedly looks like the result of a forest fire; but one of the livelier arguments during the years I spent away in the US was about the effects of such fires.

According to the experts, they do for trees very much what competition is supposed to do for industries: they clear away choked old growth so that new plants can reach the sunlight. (A bit like defeat in war, which did so much good to the old Axis powers, without the bombs. Let's hope so.)

The financial Big Bang was supposed to perform a similar brush-clearing service for the capital markets.

It certainly wiped out the old City - which was perhaps too comfortable, and certainly too profitable, but did the job. In its place we have a mess.

The new City did offer better returns to depositors, until the money ran out; but now it seems stagnant and a bit putrid. At least, though, this episode may reach the lesson which Adam Smith's recent disciples failed to learn from him: finance needs to be held in check.

Right at the end, though, one unexampled benefit: the Treasury seems to have learned some humility.

Open economic analysis, sensible new rules about investment - whatever next? There might be exciting new possibilities here. But there might not: the chances are that history will go on with its cyclical variations; and if that happens, could this column avoid repeating itself too?

You may never find out, at least in this space. FT readers, I will miss you.

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Kissel Pharmaceuticals(a)	100	1998	4	1.5	100	Deutsche Europe	-
Crédit Local de France	200	1995	3	5.375	101.075	Kidder, Peabody Int.	4.978
Finnish Export Credit	200	1995	3	5	101.125	Goldman Sachs Int.	5.582
NTT	200	1997	5	6.25	100.875	JP Morgan Secs.	6.089
Grupo Televisa(a)	200	1997	5	10	99.951	Chase Inv.Bank	10.010
GECC(a)	50	2003	10.21	(f)	(f)	Kidder, Peabody Int.	-
Nordic Inv. Bank	200	1995	3	5.25	101.1375	Salomon Bros.Int.	4.934
Empresas la Moderna(e)	150	1997	5	10.25	98.7	Morgan Stanley Int.	10.328
Cemex(a)	30	1999	7	10	95.88	Citicorp Inv.Bank	10.880
Asian Development Bank	300	1997	6	6.125	98.45	Lehman Bros.Int.	6.254
Rep. of Trinidad & Tobago	100	1997	5	11.5	90	CSFB	11.778
UBS Finance(m)	100	2002	10	(m)	100	UBS P&D Secs.	-
JP Morgan & Co.(g)	100	2002	10	(g)	99.825	JP Morgan Secs.	-
Sungeh Cement(r)	13	2007	15	(r)	100	Tong Yang Secs.	-
YEN							
Vitamin (Ceyman)(c)***	2,080	1998	3.77	5.2	100.2	Nippon Credit Int.	5.133
African Dev.Bank	400	1997	5	4.75	99.28	Deutsche Europe	4.775
Sanyo Europe	250	2000	7.28	5.65	101.225	Nomura Int.	5.589
D-MARKS							
Nissen Co.(a)	50	1998	4	3.625	100	Nomura Bk(Deutsch.)	-
Tokyo Tokio Co.(a)	100	1997	5	4	100	Nikko Bk(Deutsch.)	-
Deutsche Fin.Neth.(g)	100	1997	4.83	8.5	(g)	Deutsche Bank	-
DSL Bank(h)	100	1999	7	(h)	101.75	Morgan Stanley	-
Polska Corp.(a)	50	1998	4	3.5	100	Nikko Bk(Deutsch.)	-
Crédit Local de France(l)	50	2002	10	(l)	100	Soc.Gén.-Etablissements	-
Republic of Finland	100	1997	5	7.75	101.88	Dresdner/M.Stanley	7.288
Deutsche Ausgleichsbk(h)	100	2002	10	(h)	99.95	Trinkaus & Burkhart	-
STERLING							
Northumbrian Water Group	100	2002	9.17	9.25	101.085	CSFB	9.081
British Gas	200	1997	5	7.625	101.13	CSFB	7.547
Fortis	100	1997	5	8.375	101.29	Goldman Sachs Int.	8.051
FRENCH FRANCS							
Crédit National	1,500	1997	5	0	98.83	CCF	8.402
Kingdom of Sweden	600	1997	5	8.5	99.61	Paribas Cap.Mkt.Grp	8.599
BSN	100	1999	7	8.8	101.05	Crédit Lyonnais	8.594
Fuji Glio Corp.***	130	1997	5	8.875	101.875	Banque ISB(France)	8.400
Soc.Gén.Acceptance(a)	300	1999	7	(a)	98.5	Société Générale	-
CANADIAN DOLLARS							
GECC(a)	150	1998	5.27	7.375	101.525	Morgan Stanley Int.	7.007
GECC(a)	50	1998	5.27	7.375	101.775	Morgan Stanley Int.	6.950
Finnish Export Credit	200	1998	5.29	7.75	101	Lehman Bros.Int.	7.500
LIRE							
European Inv.Bank	1500	1997	5	12.75	101.425	IMI Bank(Lux.)	12.351
SWISS FRANCS							
Kathon Elec.Railways(a)	100	1998	4	2.5	100	Nikko Bk(Swiz.)	-
Chugoku M.Palm(a)***	70	1998	4	2.5	100	Citibank(Swiz.)	-
Kanai Supermarket(a)***	80	1998	4	2.5	100	Yamaichi Bk(Swiz.)	-
SNCF(a)***	150	1999	7	8.5	101.5	UBS	6.229
Philip Morris Cos.Lic.	250	1998	6	8.375	102.125	Crédit Suisse	5.944
Delva Industries(a)***	50	1998	4	2.375	100	Bank Lux.	-
Hibya Engineering(a)***	50	1998	4	2.375	100	Delva Secs.Bk(Swiz.)	-
Inter-American Dev.Bk***	300	2002	10	8.25	101.75	UBS	6.012
Bangkok Land(a)***	50	1997	5	4.5	100	DG Bank(Swiz.)	-
SNCF(a)***	250	1997	5	8.5	102.125	Crédit Suisse	5.996
City of Gothenburg***	120	1999	7	6.375	101.75	Paribas(Suisse)	6.051
LUXEMBOURG FRANCS							
Crédit Suisse Fin.Products	1,500	2002	10	8.125	102.2	BGL	7.800
BankAmerica Corp.	800	2002	10	8.25	102.25	Kreditbank Lux.	8.182
IGB Deutsche Industriebank	100	2000	10	8.25	101.25	Paribas Lux.	8.094
BCIE***	500	2000	8	8.125	102	BCIE	7.780
Dietrich Trading	1,200	2000	8.5	8.5	102.3	Kreditbank Lux.	8.096
Norddeutsche L.S. Lux.	800	2002	10	8.25	102.25	BCIE	7.918

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-1/2	Hornback	62	26	8 1/2	8 1/2	8 1/2	Outback B	0.41	18	382	21 1/2	20	20 1/2	+1/2	
-1/2	Hornback	30	297	7	8 1/2	8 1/2	Outback T	0.50	14	108	9 1/2	9	9 1/2	+1/2	
+1/2	Hunt JB	0.20	22	1427	23	22 1/2	22 3/4	OuterTail	1.04	15	27	33 1/2	32 1/2	33 1/2	

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MONDAY INTERVIEW

Russia's true power broker

Arkady Volsky, leader of Russia's industrialists, talks to John Lloyd and Leyla Boulton

He has the face and manners of a Renaissance courtier: strong, subtle, humorous, but with the fox's look of a man with a thousand projects and stratagems. His reputation is for intelligence and guile: even an enemy like Mr Mikhail Gorbachev, information minister and confidant of Russian President Boris Yeltsin, admitted recently: "Volsky is cunning; and he is now manoeuvring."

Arkady Volsky, leader of the Union of Industrialists and Entrepreneurs, is the undisputed power in the industrial department of the Communist party's central committee. He has a network of acquaintances in nearly every plant of any size in the land. His style is that of the Soviet man of business with the grasp of the world - rare, still, in post-Soviet Russia.

Last week, to an audience largely of Italian business people, he was an expansive and funny, yet always pointed, lunchtime speaker, warning of the need for political change in Russia: "Do you know which country understands us best? Germany. And why? Because they have been given a present of East Germany. East Germany has had a mama [he makes the motion of lifting up a breast to give suck] who can feed it. But [his finger up, monitory] we have no mama. Yet Germany now has two fascist parties and 2m unemployed. We must think about this."

However, his commodity is power, and knowledge of where it can be applied. "Power belongs to those who have property and money," he told Reuters in July. "At present it is not the government but the industrial managers who have both."

He is constantly consulted by leading politicians. During our interview in his office last week, he took a call - long, confidential, alternately soothing, joking and commanding - from first deputy prime minister Vladimir Shumeiko, before being hustled out by his aides to meet Vice-President Alexander Rutskoi. His endorsement of a project is almost a guarantee of its success.

He moves easily among the business and political elites of the former Soviet states and of foreign countries: travelling and receiving delegations constantly. His friends are British financiers, German bankers, Japanese industrialists. He has the gift, shared with his former patron, Mr Mikhail Gorbachev, of conveying personal warmth to anyone he meets - but he has not, it seems, made Mr Gorbachev's mistake of believing personal charm is enough.

Mr Gorbachev inherited and lost the vast power of a Communist party general-secretary. Mr Volsky, even while he was in the final "Soviet" government between the August 1991 putsch and the resignation of Mr Gorbachev last Christmas, was building up his base from the disintegrating parts of the command system.

He brought together the great Soviet enterprises, which increasingly had been cast adrift from the "mama" state at the end of the 1980s, in what is now called the Russian Union of Industrialists and Entrepreneurs. Associations of joint ventures and co-operatives made with the big state companies on the union board, a blending of the public and the private sectors.



'East Germany had a mama. But we have none'

vo's support. Mr Volsky seems to cover almost the entire spectrum of "moderate" opinion. What will he do with all of this power? Why, to use Mr Poltaranin's word, is he now "manoeuvring"?

Using the practised phrases of a politician who must have employed them at a hundred meetings and briefings, he talks of wanting a "correction" in government policy, of wanting to rid the cabinet of "incompetent people and crooks"; of a round table, convened by the president, with

have been moving his way: "The government has listened to us and is listening to us," he says. He claims the meeting between senior ministers and industrialists in the car-manufacturing town of Togliatti, on the Volga, last weekend fulfilled his idea that ministers should get out of Moscow and meet real people. And he can point to passages in the speech the Russian president gave to parliament last month in which he specifically commended the Civic Union, told the government to listen to its ideas and pointed to it as the basis for "a modern, civilised two-party system".

In a significant phrase, Mr Yeltsin said: "A market economy is not an end in itself: it is a means by which we can and must raise Russia." Mr Volsky had said almost exactly that in an earlier speech.

Is he, then - as many in the present government charge - a disguised commissar: a man who wants to bring back at least elements of the old system? It is a charge which he passionately rejects, denouncing those (including the Financial Times) who, he says, had seen his espousal of the "Chinese option" as a plea for an authoritarian state. "We can use the experience of China; we can use the experience of Japan; we can use the experience of Mrs Thatcher," he says.

He wants privatisation - not through giving the population the right to own shares via vouchers, but through a system giving more direct control to industrial managers. He wants to see bankruptcies - not through the system favoured by the government, which gives state committees the power to close companies, but by giving the courts the right to declare a company bankrupt. He wants foreign investment; but he wants it more regulated by the state, with systems in place that foreign investors can understand.

He is equally passionate about his rejection of political ambi-

the participation of all the political parties and blocs.

His union of industrialists has already completed a plan to "correct" the government's policies: this has gone to President Yeltsin, and will be presented to a conference of industrialists on November 14.

As for cabinet changes, Mr Gaidar, the acting prime minister, must stay in it, he says. But, asked if Mr Gaidar must stay as prime minister, Mr Volsky avoids a direct answer.

Instead he says that he has told Mr Gaidar that anyone who cannot command authority in that post should go.

Will he get the changes in government and policy that he wants? It is evident things

similar reasons; they have economic problems at home for which they have no solutions. But there is another sense in which the new debacle seems to me qualitatively different from its predecessors. Where Mr Major seems to be a case of his own in the depth and intensity of the media criticism of his administration, in the broadest sense of the term. President Mitterrand is almost as unpopular as Mr Major, according to the public opinion polls; but his treatment in the press is restrained and comparatively respectful; he is not the target of such strident vituperation.

Returning to Britain after some years abroad, I find myself shocked by the volume and the violence of the current wave of criticism to which the government is subjected - not because it is undeserved, but because the pervasive tone of anger and contempt seems to me of an intensity without precedent in postwar British history. It is not clear that Mr Major's policy failures are fundamentally worse than those of Home, Eden, Wilson or many others; but they were not treated like this.

Moreover, the anger and contempt are directed not merely at the government but at the whole administrative machine. Once upon a time, economic mismanagement was blamed on the wilful stupidity of ministers, while the Treasury was generally exonerated, despite its arrogance, today even the Treasury has lost all credibility. This loss of reputation has spread like wild fire to many

other institutions once respected, and we may be perilously close to a general failure of credibility by the apparatus of the state.

This seems to me a new phenomenon in Britain, and different from anything commonly observed in other European countries, except perhaps in Italy; and I suspect that the explanation has something to do with the second world war.

In the past the British people excused their leaders for policy failure, because they tacitly made allowance for the heavy economic legacy inherited from the war effort. The Germans became rich because they lost the war, the British became poor because they paid for it. The corollary of this excuse was that the British refused to take seriously their reduced position in the world, or do anything significant to improve their performance or modernise their institutions.

But few now remember the war, and forgiveness for that failure has been exhausted. The central element of this national self-indulgence has been refusal to come to terms with Europe. France and Germany were both traumatised by the disasters they suffered in the war, and were forced to frame their future in European terms. The British are still obsessed with war heroics, from Bomber Harris to El Alamein, and are still wrestling in anguish over their relationship with the Community.

There is a time for patience, and a time for anger. In Britain the time for anger appears to have arrived.

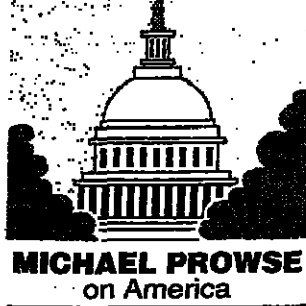
The irresistible logic of change

The US seems to face a fateful choice. At 68, President George Bush looks too old to lead the nation in a radically new direction. His campaign pledges often sound like feeble echoes from the 1980s. Governor Bill Clinton, nearly a quarter of a century his junior, vibrates at a different frequency. As a baby-boomer, he speaks without embarrassment about AIDS and homosexuality. He understands the changed social and economic role of women and minorities. He knows that the US economy must adapt if it is to prosper in a more competitive world. Like John F. Kennedy in 1960, he seems to stand for the future rather than the past.

The contrast between the two men is stark, but it can also be overstated. A victorious Mr Clinton will face the same budgetary pressures as Mr Bush; he will have no magic wand with which to wave away social and economic problems. It will not be a sudden transition from darkness to light, night to day, as some Democrats fondly imagine. The president is commander in chief, but his ability to fight poverty, crime and other social evils is strictly limited, as Lyndon Johnson discovered in the 1960s.

If Mr Bush defies the polls, his second term need not be a disappointing rerun of his first. Circumstances have changed; the economy has been stagnant for three years; the cold war is over; attention will shift to domestic challenges whoever occupies the Oval Office. Contrary to expectations even 18 months ago, issues such as healthcare and education have counted in this campaign. And the Republicans, belatedly, have begun to assemble an agenda for domestic reform. After a narrow victory, even Mr Bush would surely realise a return to business as usual was not possible. He has seen the voters' anger.

Adversarial politics tend to exaggerate party divisions. But there are many similarities in the two candidates' plans



MICHAEL PROWSE on America

because both are drawing on a body of progressive policy research, dating from the late 1980s, that bridges traditional liberal/conservative divisions. Mr Clinton is a past chairman of the Democratic Leadership Council, a body that has held a joint conference with the Heritage Foundation, a supposed bastion of conservatism. As governor of Arkansas Mr Clinton has helped formulate domestic policies subsequently endorsed by Republican administrations.

"Dear Bill... well done, oh so well done. You were a joy to work with on the summit and all our folks felt that way," this was Mr Bush, writing to Mr Clinton in 1989 to thank him for his help in developing the National Education Goals that subsequently formed the foundation of Mr Bush's America 2000 education initiative. Like the president, Mr Clinton favours moves towards a national curriculum and national testing, supports experimental schools and advocates greater choice and competition within the public sector. Privately Mr Clinton has even shown interest in conservative plans to extend choice to the private sector by allowing parents to use public funds to pay part of the costs of private education.

There are differences on healthcare. Mr Bush wants to expand access by offering poor families tax credits to help pay for insurance premiums, while Mr Clinton favours rules requiring employers to offer insurance or contribute to the cost of expanded public sector schemes. But both men urge reforms of the private health insurance industry and both

advocate "managed competition", as a means of controlling costs and improving efficiency. In practice both will work to adapt the present system. On welfare, Mr Clinton has spent nearly a decade experimenting with forms of "workfare" that make handouts conditional on claimants' willingness to accept jobs or training. He helped write the Family Support Act which enshrines similar principles and which President Reagan signed into law in 1988.

There are strong similarities even on economic policy. Neither candidate favours tough action on the deficit. Contrary to his rhetoric, Mr Bush increased spending a lot and taxes a little - exactly the policy mix expected of Mr Clinton. Mr Bush is spending more on infrastructure and recently climbed on the training bandwagon, promising a \$10bn programme to hone workers' skills if re-elected. Republicans have even begun to edge towards an industrial policy, recognising the role government can play in promoting "critical technologies".

Contrary to appearances, the issue in this election is less the direction of change, than the speed of change and the skill with which it is managed. In these respects, Mr Clinton carries greater conviction.

The Democrat is both more able and more familiar with the issues. He believes passionately in government and is likely to assemble an administration of greater talent than any since the Kennedy era - many of America's brightest academics, for instance, are queuing up for jobs. As a long-serving governor, he understands state government from the inside, and it is the states that in practice will be responsible for many of the domestic reforms. Finally, he is more likely than Mr Bush to develop a constructive relationship with a Democratic Congress - making effective government more likely. If, as expected, Mr Clinton wins, it will be because he is perceived as the better manager of change.

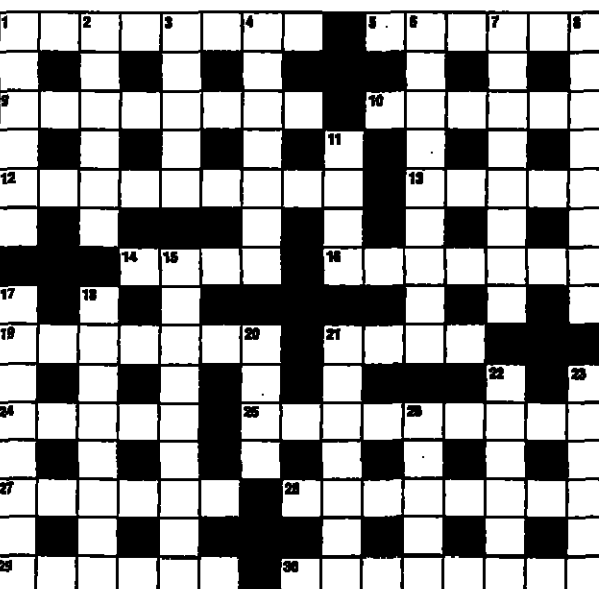
Heavens above, is the City a zoo?
Bulls, bears and stags, and now Pelicans too!



JOTTER PAD

CROSSWORD

No. 7,992 Set by QUARK



- ACROSS
- 1 A Ford not in order? Ferry will go accordingly (2,3,3)
 - 5 Arrange notice precisely (6)
 - 8 A supporter unending after cricket's thrash (6)
 - 10 MG's due to dash. Look for the blur! (6)
 - 12 He's not even here (3,3,3)
 - 13 Part of stage garment (6)
 - 14 Musical acts in variety (4)
 - 16 Condition of visor cracked in the Post Office (7)
 - 19 It could be seen round Panama (7)
 - 21 Market vehicle on the way back? (4)
 - 24 Double hoax takes in novice (5)
 - 25 Where charges are made by the way (4,5)
 - 27 Fabric on this in Easy Street? (6)
 - 28 Walked around Lord's - let in for a change (5)
 - 29 Outbuilding that's listed, old (4,3)
 - 30 Support power supply by the river (8)
- DOWN
- 1 and 17 Wicked delivery? (4,2,3,5)
 - 2 8 upset a number of vessels (6)
 - 3 Doctor - a master in the theatre (6)
 - 4 Limited intake? (7)
 - 6 Conduct of monner due to be reconsidered (6)
 - 7 Support below flagpole (3)
 - 8 and 23 It's referred to in the final analysis (3,2,2,3)
 - 11 Stage bar (4)
 - 12 The humiliation of a low-down place (6)
 - 17 See 1 down
 - 18 Plant to obtain information from priest in South Africa (6)
 - 20 Tax business (4)
 - 21 Force out of the general public (7)
 - 22 Turn over book to lease vessel for drinking (6)
 - 23 See 8 down
 - 26 Name the British acknowledge (5)

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday November 14.

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